



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL AND
REDEVELOPMENT AGENCY BOARD

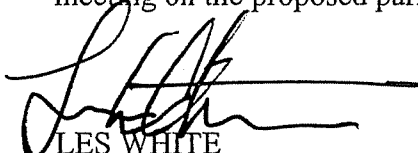
FROM: Les White
Harry S. Mavrogenes

SUBJECT: DOWNTOWN PARKING MANAGEMENT PLAN 2006/07 UPDATE AND PARKING GARAGE ENHANCED SECURITY PLAN **DATE: 05-31-07**

On May 29, 2007, the Transportation and Environment Committee accepted the Downtown Parking Management Plan 2006/07 Update and the Enhanced Parking Garage Security Plan, and approved forwarding the recommendations to the City Council/Redevelopment Agency Board for review and approval. During the Committee discussion, staff was requested to develop a methodology to evaluate the benefits and impacts of the proposed six-month pilot program for the \$5 entry fee after 10 pm on Thursday, Friday, and Saturday nights at the City's parking garages. The pilot program is designed to generate the necessary revenue to pay for enhanced security, expanded cleaning activities, and to act as a deterrent to loitering in the garages. Preliminarily staff suggests the following framework be used on a before and after basis to monitor and evaluate the proposed pilot program to determine its success:

- Parking customer survey feedback on the safety and cleanliness of parking garages
- Parking garage entries from 9 pm through 2 am, and projected versus actual parking revenue
- Reported incidences of inappropriate/illegal activity (e.g. vandalism, loitering, drinking, etc.)
- Reported activity and revenue from Downtown night clubs and other Downtown businesses
- Observations by DOT staff, the Police Security Detail, the private parking operator and security provider, and Downtown night clubs and businesses.

The Downtown Parking Board has requested that staff report back to the Board at its meetings later this summer and in the fall to determine benefits and impacts of the proposed six-month pilot program. Staff will make a presentation at City Council/Redevelopment Agency Board meeting on the proposed parking and security plans.



LES WHITE
City Manager



HARRY S. MAVROGENES
Executive Director

For questions please contact Jim Ortbal, Assistant Director of Transportation at 535-3845, or Abi Maghamfar, Director of Parking and Administration at 795-1891.

Attachments



Memorandum

TO: TRANSPORTATION AND
ENVIRONMENT COMMITTEE

FROM: James R. Helmer
Abi Maghamfar

**SUBJECT: DOWNTOWN PARKING MANAGEMENT
PLAN 2006/07 UPDATE AND PARKING
GARAGE ENHANCED SECURITY PLAN**

DATE: 05-22-07

Approved

Date

5-22-07

RECOMMENDATION

1. Recommend approval by the City Council/Redevelopment Agency Board of the Downtown Parking Management Plan 2006/07 Update, and the Implementation Plan, as follows:
 - A. Approve the reprioritization of parking development sites as follows:
 1. Establishment of the Greyhound site as first priority
 2. Establishment of the Parkside Hall and Convention Center sites as second priorities to be monitored as opportunities for future additional public parking
 3. Removal of the Notre Dame site from the list of parking development priority sites.
 - B. Authorize the Executive Director of the Redevelopment Agency to pursue acquisition of the Greyhound site for future parking development as part of a future mixed use development and direct the Executive Director to return to the City Council/Redevelopment Agency Board with a recommended purchase or lease/purchase option agreement.
 - C. Authorize the Executive Director and City Manager to pursue the development of approximately 70 Parking Plus spaces as part of the proposed Living Tomorrow project at 1st and San Fernando Streets, and to identify the source of funds to cover the estimated cost of approximately \$2.8 million in fiscal year 2008-09.
 - D. Adoption of a Master Parking Rate Resolution authorizing the Director of Transportation to:
 1. Extend the existing start up company parking incentive program with a 50% discount on monthly parking rates, which provides a total of 50 monthly parking spaces, with a maximum of 10 per eligible company, until July 31, 2009, and thereafter, to annually extend the discounts if sufficient parking supply exists to offer the discounts.

2. Implement an incentive program that provides a 50% discount on monthly parking rates for two years for the Software and Environmental Business Clusters and US Market Access Center participants until July 31, 2009, and thereafter, to annually extend the discounts if sufficient parking supply exists to offer the discounts.
 3. Implement an incentive program that provides a 25% discount on monthly parking rates for two years for new businesses coming to the Downtown area and occupying buildings with insufficient parking supply until July 31, 2009, and thereafter, to annually extend the discounts if sufficient parking supply exists to offer the discounts.
 4. Implement a long-term lease program (up to 60 months) allowing Downtown building owners with insufficient on-site parking to lease parking spaces at the Market Street, 3rd Street, and 2nd and San Carlos Garages at the established monthly parking rate until July 31, 2008, and to thereafter extend the program on a month to month basis if sufficient parking supply exists to extend the program.
 5. Modify the Free Parking Program effective January 1, 2008 as follows:
 - a. Eliminate the nighttime (after 6 pm) free parking portion of the program and charge a \$2 maximum rate, and to make future adjustments up to a maximum of \$5 on a biennial basis, or after January 1, 2009 with the consultation of the Downtown Parking Board.
 - b. Retain the weekend (Saturday and Sunday) and holiday daytime (6 am to 6 pm) portion of the program.
 - c. Add the Convention Center Garage to the nighttime (after 6 pm) \$2 maximum rate on days when no events are scheduled in convention and cultural facilities.
 - d. Provide one hour of nighttime (after 6 pm) free parking in the 4th Street Garage to support the Martin Luther King, Jr. library operations.
 6. Modify the parking validation program effective July 1, 2007 to include Downtown social service providers as eligible organizations to mitigate the impact of modifying the nighttime portion of the free parking program.
- E. Approve the creation of a secured parking capital development reserve account within the General Purpose Parking Fund, and adopt a City policy providing that funds deposited in the account will be used solely for the purpose of parking supply enhancement, including: land acquisition, design, development, construction, debt service, parking supply expansion, and improved yield, and direct staff to deposit funds in the account during each annual budget process at the rate of 50% of net operating revenues. The actual split would be based upon the needs of the existing system and the need for parking capital development, and by annual budget action of the Parking Board and City Council.
2. Approve an Enhanced Security Plan for public parking garages including adoption of a Master Parking Rate Resolution authorizing the Director of Transportation, on a pilot basis from July 1, 2007 through December 31, 2007, to charge a \$5 fee at entry after 10 pm on Thursday, Friday, and Saturday at the Market Street, 2nd/San Carlos, 3rd Street, 4th Street Garage, and Convention Center Garage, and authorizing the Director to reduce or eliminate the \$5 fee if the impacts are determined to outweigh the benefits after consultation with the Downtown Parking Board (DPB).

OUTCOME

Approval of the recommendations contained in the PMP 2006/07 Update will provide short and long-term policy direction to support the Downtown Parking Program's Mission: "To create and maintain a Downtown public parking system that provides available and accessible parking"; and to help achieve the three overarching goals of the PMP Update: 1) Convenient and Available Parking Supply, 2) Clean, Safe, and Inviting Parking Facilities, and 3) Parking Incentives that Expand Business Downtown.

BACKGROUND

Past City Council/Redevelopment Agency Board Actions

In November 2001, in connection with the "Strategy 2000 San Jose Greater Downtown Strategy for Development," the Redevelopment Agency Board and the City Council approved the 2001 Downtown Parking Management Plan. The 2001 PMP provided short and long-term strategies and priorities to meet parking demand, provide for capital needs, and support effective and efficient operations. The 2001 PMP included a significant capital development program that was built on the premise of a continued expansion of the national, regional, and local economies that was generating record levels of office occupancy and parking occupancy, and the associated parking and redevelopment tax increment revenues. Some elements of the 2001 PMP have been implemented, however due to the significant economic impact of the events of September 11th, 2001, the "dot.com" bust, and State budget actions that further impacted City and Redevelopment Agency revenues, the implementation of major capital elements of the 2001 PMP, including construction of new parking facilities, was deferred.

In October 2003, the Redevelopment Agency Board and City Council approved a revised set of short and long-term priorities, including the development of Parking Plus spaces within the 2nd and Santa Clara and Block-3 (Central Place) projects under construction by CIM, and site acquisition of the Notre Dame and Greyhound sites. Staff was further directed to monitor the economic climate in the Downtown area, explore options to continue progress on the PMP, and develop priorities based upon relevant economic and parking demand triggers.

In May 2004, the Downtown Parking Board (DPB), the City Council and the Redevelopment Agency Board approved a series of triggers for parking development and a revised framework for the implementation of short and long-term priorities within the 2001 PMP. Although the basic priorities of the 2001 PMP remained the same, the continued reduction in parking demand, and an approximate 25% office vacancy rate Downtown, required a modified and less aggressive PMP implementation framework.

In June 2005, in connection with the annual PMP progress report, staff reported that the Agency had fully funded construction of 405 Parking Plus spaces at a cost of approximately \$13.4 million at the 2nd and Santa Clara and Block-3 (Central Place) projects. Staff further reported

that the key indicators, including high office vacancy rates and low parking occupancy, had not necessitated implementation of the long-term PMP priorities.

In September 2005, the Redevelopment Agency Board and the City Council directed staff to work with the DPB to update the 2001 Downtown PMP to include, at a minimum:

- Examine a rate schedule change for the 4th Street Garage that:
 - Apply parking charges only until 7:30 p.m. so that parking would be free from 7:30 p.m. to 6:00 a.m.
 - Limit the change to Monday through Thursday
- Opportunities to use City (e.g. Parking Funds) or Redevelopment Agency resources to pay for or encourage existing private parking facilities to be available to the public on evenings and weekends
- Triggers for expanding, maintaining or phasing out the Free Parking Program
- Methodologies to increase the supply of new parking spaces in the Downtown while preserving the fiscal health of the Parking Fund

Development of the Downtown PMP 2006/07 Update

With input from the DPB and Downtown stakeholders, staff developed a scope of services that focused on short and long term goals, and elements of the 2001 PMP that required updating to conform to the current economic and parking conditions. Kaku Associates, the consultant that developed the 2001 PMP was retained to develop the Update. The Update process included significant input from many stakeholders including: the San Jose Downtown Association, San Jose Convention and Visitors Bureau, Team San Jose, San Jose Silicon Valley Chamber of Commerce, San Jose Downtown Residents Association, San Jose Museum of Art, The Tech Museum, PACT, St. James Historic District Residents Association, South of First Area Committee, HP Pavilion Management, Arena Authority, Valley Transportation Authority, and the Civic Plaza Parking and Traffic Committee.

In April 2006, a draft PMP Update was released. On July 12, 2006, following further outreach and public input, Kaku Associates submitted a revised set of draft recommendations. From July 2006 through March 2007, the DPB held a series of workshops, study sessions, and stakeholder and community meetings to review the plan, and receive input and feedback on the draft report.

Downtown Parking Board Actions

After almost a year of review, stakeholder and community input, and deliberations, the Downtown Parking Board at its March 14, 2007 meeting approved the Downtown Parking Management Plan 2006/07 Update and recommends approval by the Transportation and Environment Committee and full City Council. At a subsequent meeting on May 16, 2007, the Downtown Parking Board ratified their previous action on the PMP Update, and on a 4 to 3 vote approved an Enhanced Security Plan for the public parking garages, including on a pilot basis from July 1, 2007 through December 31, 2007 charging a \$5 fee at entry after 10 pm on

Thursday, Friday, and Saturday at the Market Street, 2nd/San Carlos, 3rd Street, 4th and San Fernando Street Garages. The DPB further approved for recommendation to the City Council that the \$5 fee at entry would be reviewed at its meetings during the pilot program with the option of reducing or eliminating the \$5 entry fee if the impacts of the fee are determined to outweigh the benefits.

ANALYSIS

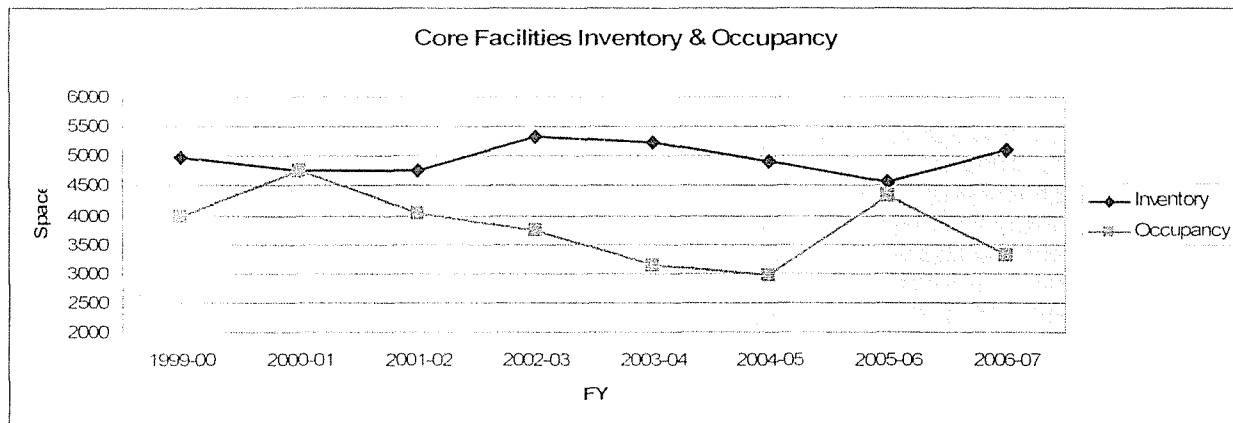
The analysis section of this report reviews the current economic and parking demand trends, describes the goals that the Parking Management Plan is focused on achieving, and the specific recommendations generated by the consultant and analyzed by staff.

Economic and Parking Demand Trends

Office Vacancy Rates – The Class “B” office vacancy rate in Downtown San Jose in the first quarter of 2007 was approximately 24%. This vacancy rate represents approximately 788,000 square feet of vacant office space. Class “B” offices are generally older buildings that are dependent on the public parking system for their parking needs because of their limited on-site parking. Based upon previous parking demand studies, 788,000 square feet of vacant space represents a reduction in daytime parking demand of approximately 2,300 to 2,800 spaces.

The Class “A” office vacancy rate in Downtown San Jose in the first quarter of 2007 was approximately 18%, prior to the purchase of the Sobrato building by BEA Systems. This vacancy rate represents approximately 918,000 square feet of vacant office space. Although Class “A” office space is not reliant on the public parking supply, it has an impact on the timing of demand for public parking in that Class “A” office space is more likely to fill before significant amounts of Class “B” office space are occupied, and in need of parking. Discussions with commercial office brokers indicate that a modest recovery is underway; however, significant recovery of the Downtown office market will most likely not occur until 2009, with an anticipation that it would take approximately two more years to reach office occupancy levels above 90%.

Parking Supply and Demand – The 2001 PMP forecasted the need for an additional 4,625 spaces to meet weekday, daytime demand by 2008, due to the loss of surface parking lots to development, and past and potential developments not fully meeting parking demand on site. Unfortunately, due to the economic downturn since 2001, most of the demand increasing factors did not materialize and ample daytime supply exists in the City’s public parking system. With the opening of the City Hall 4th and St John Employee Garage, additional supply has been added improving the current weekday, daytime availability at other City parking facilities due to the relocation of City employees to the new garage. The facility is also available to the public evenings and weekends. The graph below depicts the core daytime parking inventory and occupancy history:



Shifting Parking Demand Patterns – Since 2001, Downtown parking demand has been shifting from a daytime office driven environment to one more driven by evening restaurant and entertainment venues, and the development of high rise housing. This shift has created significant implications as it relates to meeting nighttime parking demand in certain areas of Downtown and further has impacted the supply and demand of free parking in the evening.

In the short term, the focus is on managing a tighter parking supply on weekend evenings, particularly in the Historic Core (San Fernando Street, 1st to 3rd) and SoFA areas, and on ensuring that facilities are operated in a safe and clean manner. The limited amount of free public parking in these areas results in early demand for limited free public spaces, which has resulted in two developments in regards to evening and late night parking activity:

1. Free public parking spaces fill first, limiting the number of customers that park in private facilities until later in the evening after the free public facilities are fully occupied.
2. Late night crowds generate additional maintenance, cleanliness, and security problems, which has led to higher operational costs, and reduced incentive for private facilities to stay open for a limited number of late night customers.

To that end, some private parking garages choose not to open in the evenings, causing an artificial supply shortage in the evenings. Modification of the free parking program, and communications between Downtown Parking Board members and staff with private parking operators are helping to encourage the opening of as many private parking facilities as possible.

Triggers to Develop Additional Parking Supply – The triggers adopted in 2004 established the framework to initiate actions related to future parking development. The four triggers are:

1. Decrease in Class B office vacancy rates in Downtown since Spring 2004
2. Increase in parking demand and occupancy in City parking facilities since Spring 2004
3. Increase in Parking Fund revenues above 2003-04 actual levels
4. Increase in Redevelopment tax increment revenue above 2003-04 actual levels

With a baseline of Spring 2004, two milestones were established: 1) site acquisition, and 2) design and construction. The triggers represent the most fundamental factors that influence public parking demand and occupancy, and ultimately the ability to fund the development of new parking. Each of the triggers was set to ensure timely action upon meaningful changes in economic conditions, including both land acquisition and actual development of a parking facility. A matrix describing the triggers and the current status is in Attachment B, Page 7.

In 2005-06, trigger number three, City Parking Fund revenues, met the 1st milestone of \$10.26 million. That revenue level is projected to be achieved again in 2007-08. Redevelopment Agency tax increment revenues, trigger number four, is projected to meet the 1st milestone by achieving the target of \$167 million in 2007-08 as well. The other two triggers, Class "B" office vacancy rates and public parking occupancy rates, have not been achieved yet. However, given the limited opportunities to acquire land in Downtown, escalating land prices, and the availability of Redevelopment and Parking Fund resources of \$11.6 million, staff recommends proceeding with acquisition of land with only two of the triggers being met in 2007-08.

Specifically, staff and the DPB recommend acquisition of the Greyhound site because the site is centrally located and would support both monthly parking for employees of Class "B" office buildings, and for visitors to the Technology Museum, San Jose Museum of Art, Plaza de Cesar Chavez, convention and cultural facilities, hotels and special events. The site also provides an opportunity to operate a surface parking lot on part of the site until development occurs. Attachment A provides a map of Downtown San Jose parking facilities, including existing public facilities, public parking under construction, parking priority sites, and selected private facilities.

Establishing the Greyhound site as the first priority requires reprioritization of the previously-adopted site priorities for parking development, since the Greyhound parcel is currently the second priority after the Notre Dame site. The Notre Dame site, bounded by Notre Dame Avenue, North Almaden Boulevard, Carlisle and St John Streets, was initially selected due to the likely development of the Mitchell Block, which would have potentially generated significant visitor parking demand. That demand would have necessitated the relocation of monthly parkers from the Market Street Garage to the proposed Notre Dame site to accommodate the additional transient parking demand. Due to its proximity to the HP Pavilion at San Jose, the Notre Dame site was considered a good candidate to serve parking demand for events at HP Pavilion. However, since 2001, not only have the Mitchell Block development plans have not materialized, other more convenient alternatives are being considered to address future parking needs in the Diridon/HP Pavilion area. To that end, it is recommended the Notre Dame site be removed from the list of priority sites for parking development, and that the Parkside Hall and the Convention Center sites be established as second priorities to be pursued for additional parking development as opportunities become available.

The recommendations related to parking supply enhancement have the longest time horizon and are subject to most coordination in terms of property acquisition, programming, design and construction, and funding and financing. If the recommendations in this report are approved, staff would immediately begin pursuit of acquiring (outright or lease/purchase option) the

Greyhound site. The target would be to complete negotiations and have an approved agreement with Greyhound in January 2008, and determine more accurately the potential location and costs associated with relocating the Greyhound Bus Terminal operation. Depending upon the results of that process, staff would evaluate the mid and long term plans associated with the site, including development of an interim parking lot and ultimate development of a mixed use project that would include a significant public parking element.

Monitoring a Dynamic Environment in Downtown San Jose

Staff has developed the recommendations in this PMP Update with an awareness that Downtown is a dynamic and changing environment. The recommendations take advantage of the current environment, and retain flexibility to respond to changing conditions. Acquisition of the Greyhound site provides the City with the flexibility to better influence development of that site, and to ensure that public parking can be a significant component of that development.

Staff is also closely monitoring the potential developments on the Mitchell Block/Victory Parking Lot. The site is currently for sale. The site is also a leading candidate to be the main construction staging site for the BART to Silicon Valley project in Downtown. At its May meeting the VTA Board authorized the General Manager to submit a letter of interest for the site, with a potential budget action being recommended as early as June 2007. Long term, the Federal Government is interested in developing the Mitchell Block into a Federal Courthouse. Recent discussions with VTA staff and Federal GSA staff indicate that the prospective use timeframes may match both organizations needs in terms of interim use by VTA for BART construction staging, and ultimate development as a Federal Courthouse. Given the Mitchell Block is a 425 space surface parking lot, staff believes that controlling the Greyhound site, with the short term potential for surface parking, and its long term parking and development potential retains maximum flexibility to respond to changing conditions and parking needs. With control of the Greyhound site, the City would be in a better position to manage the impacts of BART construction, and the loss of the Victory Parking Lot from 2009 to 2014. Managing the potential parking impacts of a Federal Courthouse that anticipates between 500 to 1,000 employees and customers, with a current Federal policy of very limited on-site parking at courthouses, would be more feasible with control of the Greyhound site. Regardless of what ultimately develops on this site, retaining the Greyhound site provides flexibility to accommodate various future uses.

Staff, at the request of the Rules Committee, will be following up with the Santa Clara County Superior Court to discuss their long term parking plans to understand their needs and to determine whether any mutually beneficial joint parking opportunities exist.

Goals of the Parking Management Plan Update

Development and management of parking in Downtown San Jose is a complex process that requires considerable coordination of many different facets including land use and economic development, transportation, convention and special events, marketing, parking operations, and finance. Alternatively, to make parking work for Downtown businesses and customers it needs

to be simplified as much as possible. To that end, staff and the Downtown Parking Board, through many workshops and public meetings refined the complex Parking Management Plan Update into three overarching goals that all the recommendations are designed to support. The three goals are listed and described below:

1. Convenient and Available Parking Supply
2. Clean, Safe and Inviting Parking Facilities
3. Parking Incentives to Expand Business Downtown.

The next three sub-sections of the report describe the general strategy and recommendations that support each of the three goals of the PMP Update. The recommendations presented in the next sections of the report were developed by Kaku Associates, the consultant that drafted the PMP Update. Staff provided the DPB with detailed policy, operational, and financial analysis of each PMP Update recommendation. Each recommendation below includes a reference to the Attachment B, which fully analyzes the proposed recommendations.

1. Convenient and Available Parking Supply

Downtowns across the nation have the perception, and in many cases the reality, that parking is hard to find. For the most part, Downtown San Jose mostly suffers from the perception that parking is hard to find. Once an individual is familiar with Downtown San Jose, the parking system is fairly straightforward to navigate. Staff, the DPB, and Downtown business owners and stakeholders continue to focus on making parking as convenient and accessible as possible. As a result, many of the recommendations in the PMP Update focus on improving the convenience and availability of parking in the Downtown. The recommendations cover a range of strategies designed to add to the parking supply, while balancing the needs with the cost and available funding, through phasing and public/private partnerships.

Recommendation #1: Program 70 Parking Plus spaces in the proposed Living Tomorrow development on San Fernando Street between 1st and 2nd Streets (Block 2) funded by the City's Parking Fund at an estimated cost of \$2.8 million.

For additional staff analysis see Attachment B, Page 3.

Recommendation #2: Target the opening of existing private parking facilities located in specific areas on days and times when current parking shortfalls occur. It is anticipated that through modification of the Free Parking Program and discussion and/or negotiation with private parking owners/operators that specific private facilities will open to serve the public.

For additional staff analysis see Attachment B, Page 4.

Recommendation #3: Implement Convention Center Garage pedestrian access and signage improvements to better connect pedestrians to the SoFA District and advertise the availability of the garage on evenings when the Convention Center is dark or lightly used.

For additional staff analysis see Attachment B, Page 5.

Recommendation #4: Implement a fee-based Public Valet Program and explore appropriate pick-up/drop off locations and vehicle storage locations for a valet parking system. Pick-up/drop off areas should be considered in the San Fernando Street corridor and in the SoFA District to accommodate evening parking demand in the busiest areas of downtown. Valet fees and the cost of the program operation should be set at a break-even point.

For additional staff analysis see Attachment B, Page 6.

Recommendation #5: Explore the opportunity to develop additional parking supply by:

- Evaluating the acquisition or purchase option of the Greyhound site and determine more accurately the costs of acquisition and relocation of the Greyhound Terminal.
- Continuing to analyze Parkside Hall as a priority development site.
- Evaluating opportunities in conjunction with Convention Center Expansion.
- Continue to explore opportunities to develop additional parking supply by utilizing the Parking Plus Program.

For additional staff analysis see Attachment B, Page 7.

Recommendation #7: Amend the parking code requirements for residential development to:

- 1.0 space per dwelling unit for studio and one-bedroom units
- 2.0 spaces per dwelling unit for two- or more bedroom units
- 0.1 guest space per dwelling unit, and
- 1.0 space per 1,000 sf of retail (for mixed use developments)

For additional staff analysis see Attachment B, Page 13.

Recommendation #8: Establish requirements/incentives for future commercial office development to make parking available to the public on evenings/weekends.

For additional staff analysis see Attachment B, Page 14.

Recommendation #11: Allocate 50% of annual Parking Fund Net Surplus to a new fund named Parking Capital Development Reserve Fund. The other 50% would be allocated to the General Purpose Parking Fund Capital account for existing facility improvements and maintenance.

For additional staff analysis see Attachment B, Page 19.

Recommendation #14: Work with the Valley Transportation Authority (VTA) and HP Pavilion Management to develop a parking solution for the Diridon Station area that satisfies the needs of both BART/Caltrain commuters and HP Pavilion guests. In the event that a parking garage is constructed on the HP Pavilion site, the garage must be designed to accommodate event traffic.

For additional staff analysis see Attachment B, Page 22.

Recommendation #15: Evaluate the incorporation of private garages participating in the evening weekend program to the City's Parking Guidance System (PGS).

For additional staff analysis see Attachment B, Page 23.

Recommendation #17: Explore the possibility of selling the 3rd Street Garage. Proceeds should be deposited in the proposed Parking Capital Development Reserve Fund for development of additional parking supply including the acquisition of the Greyhound site.

For additional staff analysis see Attachment B, Page 25.

Recommendation #19: Explore the most appropriate use of current funding levels to provide the right combination of daytime shuttle, nighttime shuttle, and Downtown Free Fare LRT Zone to move people between available parking resources and downtown destinations. Details would need to be coordinated with VTA and other downtown stakeholder groups.

For additional staff analysis see Attachment B, Page 31.

2. Clean, Safe, and Inviting Parking Facilities

Downtown San Jose must continue to build and retain its reputation as a clean, safe and inviting place for people to live, work and play if it is to be successful over the long term. The same holds true for the public parking system. Unfortunately, recently the environment and activity that has developed in certain parking garages, especially late night on Thursday, Friday, and Saturday nights, has had a real and negative impact on parking facility conditions. The inappropriate activity includes: public drunkenness and drinking, disorderly conduct, urination in parking garages, loitering, vandalism, theft, altercations, and in some extreme cases assaults.

The public parking system has high quality standards in terms of the safety and cleanliness of its facilities. As parking policies and the Downtown environment have evolved over the years, including adding free parking, expansion of night club activity, and the 24/7 use of parking facilities, an enhanced police and security presence, and a substantial cleaning and maintenance effort has been needed to keep basic order late night on weekends, and minimum acceptable maintenance conditions on the next business day. To ensure safe and clean conditions, staff completed a comprehensive review of security, cleaning and maintenance conditions in City parking facilities. In addition, staff has already implemented certain changes to existing security and cleaning practices that were achievable within existing funding. The recommendations that support the clean and safe goal focus mostly on enhanced security practices and systems, and generating the resources needed to provide the enhanced security, and to deter loiterers from entering parking garages with no legitimate business Downtown.

Recommendation #16: Work with the North Core residents to improve use of the 3rd Street Garage and improve pedestrian connections between the garage and the residential area.

For additional staff analysis see Attachment B, Page 24.

Recommendation #18: Modify the Free Parking Program to:

- a. Eliminate the nighttime (after 6pm) portion of the program;
- b. Retain the daytime (until 6pm) portion of free parking on weekends and holiday;
- c. Add the Convention Center Garage to the Downtown Parking Program;
- d. Charge a flat fee of \$2 for each vehicle entering the parking facilities after 6pm.

For additional staff analysis see Attachment Page 25, Recommendation #18.

Additional Staff Recommendation: Enhance Security by increasing private and police patrol, install physical security devices, and establish policies that enhance security.

For additional analysis see Attachment C, Downtown Parking Garages Security Assessment.

The issue of parking garage security, and the level of inappropriate and illegal activity in parking garages, particularly late at night, has received considerable attention. In April, the Department of Transportation and the Police Department completed a Parking Garage Security Assessment Report. The report can be electronically accessed at <http://www.sanjoseca.gov/transportation/Newsreleases.asp>. While the assessment was being conducted, the Police and Transportation Departments modified certain security tactics as the improvements were identified.

The report assessed the following areas:

- Environment and incidents that contribute to parking garage security concerns and issues
- Review of the alternative security and patrol service models
- Review of incident reports, and other reporting systems on inappropriate and illegal activity
- Benchmarking with comparable parking facilities and jurisdictions
- Assessment of each parking garage in terms of the physical and operational characteristics to determine the changes that would likely produce an improved safety environment.

The major conclusions and recommendations of the report include:

- Significant inappropriate and illegal activity occurs in parking garages, especially late night, requiring an enhanced security response
- Oversight of parking security can be improved through the hiring of a security supervisor
- Enhance security patrol by using police officers late nights and private security at other times
- Install additional lighting and security devices, such as cameras and access barriers when facilities close, which can create a more secure environment, and assist security patrols

- Implement a \$5 flat entry fee Thursday, Friday and Saturday night after 10 pm to deter loitering and inappropriate activity, and to fund the enhanced security and cleaning activities.

At its special meeting on May 16, 2007, the Downtown Parking Board approved the Enhanced Security Plan, as described above, on a 4 to 3 vote, including on a pilot basis from July 1, 2007 through December 31, 2007 charging a \$5 fee at entry after 10 pm on Thursday, Friday, and Saturday night at the Market Street, 2nd and San Carlos, 3rd Street, and 4th Street Garages.

3. Parking Incentives to Expand Business Downtown

Downtown San Jose's economy has significantly changed since the original Parking Management Plan was approved by the City Council/Redevelopment Agency Board in 2001. In 2001, the Downtown area was experiencing an unprecedented boom in office occupancy and parking demand. The ensuing years resulted in a significant decline in office occupancy and parking demand. In the intervening years, the growth of the Downtown economy shifted primarily from a daytime driven office market to high-rise residential and nighttime restaurant and entertainment activity. Nonetheless, the office market remains a driving force in the Downtown economy, and is a major source of revenue for the public parking system to achieve its many goals. To that end, the following recommendations would provide incentives to help expand business Downtown including:

Recommendation #6: Continue to explore the possibility of modifying the San Pedro Street frontage of the Market Street Garage to add commercial uses including, a public market, retail and restaurants. Evaluate possible one-time/ongoing revenue potential/impact of development.

For additional staff analysis see Attachment B, Page 12.

Recommendation #9: Institute a program that allows the bulk purchase of monthly parking passes for weekday, daytime parking for Class "B" and Class "C" building tenants and other businesses that do not have dedicated parking.

For additional staff analysis see Attachment B, Page 15.

Recommendation #11: Modify the retail validation program to include social service providers. Maintain the participation rate by businesses and institutions at 5%.

For additional staff analysis see Attachment B, Page 19.

Recommendation #12: Evaluate the following marketing and advertising programs:

1. Marketing - Value and effectiveness of the current print and media marketing programs, and compare the cost benefit of further enhancing the parking website and its associated links to add additional features that would enhance customer awareness and the experience (e.g. on-line payment of parking fees, on-line space availability information).

2. Advertising - Develop an in-garage advertising program to raise additional revenue for the Parking Program, while simultaneously promoting local and Downtown businesses.

For additional staff analysis see Attachment B, Page 20.

Recommendation #13: Expand/extend Parking Incentive Program to include business clusters and incubators.

- a. Extend the existing start up parking incentive program, which provides a total of 50 free monthly parking spaces, with a maximum of 10 per eligible company through July 31, 2009.
- b. Provide a 50% discount for two years on monthly parking for the Software and Environmental Business Clusters and US Market Access Centers for two years
- c. Provide a 25% discount for two years on monthly parking for new businesses Downtown in office buildings that do not have their own parking
- d. Provide office buildings that do not have their own parking with the ability to enter into long term parking leases with the City, similar to recent agreement that the City Council approved with Legacy Partners, Inc

For additional staff analysis see Attachment B, Page 21.

Recommendation #20: Upgrade the parking meters downtown to provide multi-space meters and meters that accept credit cards and gift cards.

For additional staff analysis see page Attachment B, Page 32

Financial Plan Analysis

The Parking Management Plan Update has numerous recommendations and actions that have fiscal impact that range from one time expenditures for parking supply development and land acquisition, to on-going expenses related to enhanced security and cleaning, to increased revenues associated with modifications to the free parking. This section of the report details the projected financial impact.

Acquisition of the Greyhound Bus Terminal as a future site for a mixed use project that would include public parking is currently estimated at \$12 million. The Redevelopment Agency's FY 2006-2008 CIP Budget includes \$6.8 million for parking development that is recommended to be allocated to Greyhound site acquisition. The Agency anticipates adding approximately \$440,000 to the current \$6.8 million in its 2007-2012 CIP Budget for a total of \$7.2 million. The City's Parking Fund has \$4.4 million available for parking capital development. The anticipated Agency and City funding available in 2007-08 is \$11.6 million, about \$400,000 short of what is estimated to be needed to acquire the Greyhound site. Revenues and fund balances in both the Agency and the City will be monitored during 2007-08 fiscal year to determine if additional funds may become available.

The potential development of the Living Tomorrow project at 1st and San Fernando Streets conceptually includes 70 Parking Plus spaces at an estimated cost of \$2.8 million. The DPB, in fall 2006 approved reserving funding of \$2.8 million from the City's Parking Fund for this purpose. The specific project schedule has not been established at this time, and as such staff would bring specific budget actions when the actual project milestones are established. Installation of the Convention Center Garage pedestrian entrance and SoFA District Signage Plan is an active project budgeted at \$100,000 in the City's 2006-07 Parking Capital Budget.

The enhanced security, cleaning and maintenance plan has a proposed cost of approximately \$510,000 on an annual basis for services such a security supervision, police officers to patrol parking garages late night, a 25% expansion in the number hours of private security to cover gaps and enhancements in patrol, and the addition of maintenance staff to initiate cleaning immediately after late night activities to prepare facilities for use the next morning. The plan also includes a proposed \$200,000 annual allocation in the City's Parking Capital Budget for security related devices such as cameras in entry, exit, and lobby areas and rolled gates to provide the capability to securely close facilities to entry after hours.

The modification to the free parking program to charge \$2 after 6 pm, the discounted monthly parking rates, incentive programs, and long term lease programs are projected to generate between \$1.29 million and \$1.47 million on annual basis for the City's Parking Fund. The recommendation to charge a maximum \$5 flat rate after 10 pm on Thursday, Friday, and Saturday night in the Market Street, 3rd Street, 2nd and San Carlos is estimated to generate \$420,000 during the proposed six month pilot period, an amount that would cover the operating costs, and begin to defer the capital costs associated with the enhanced security, cleaning, and maintenance plan. Applying that \$2 and \$5 rates to the 4th Street Garage, and one other Agency-operated parking lot would generate approximately \$150,000 to \$200,000 annually for the Redevelopment Agency. The wide range of the estimates reflects the real uncertainty of estimating the amount of activity that the program changes will generate.

PUBLIC OUTREACH/INTEREST

During the last 18 months, the DPB, in addition to their regular monthly meetings, has held a number of DPB meetings, community and stakeholder meetings, and study sessions to receive input on the proposed changes to the 2001 PMP. Notices for each community meeting and study session were sent to over 7,000 businesses and households within a one-mile radius.

This staff report meets Criteria 2 and 3 noted below as it involves adoption of new policies and proposed service changes. The report will be posted on the City/Agency's website.



Criteria 1: Requires Council action on the use of public funds equal to \$1 million or greater. (Required: Website Posting)

- ✓ **Criteria 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. (Required: E-mail and Website Posting)
- ✓ **Criteria 3:** Consideration of proposed changes to service delivery, programs, or staffing that may have impacts to community services and have been identified by staff, the Board or Council, or a community group that requires special outreach. (Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)

COORDINATION

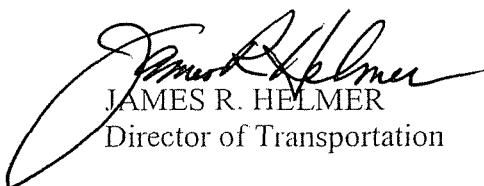
This memorandum has been coordinated with the Office of Economic Development, the Department of Planning, Building and Code Enforcement, the Agency's General Counsel, and the Office of the City Attorney.

FISCAL IMPACT

Acquisition of the Greyhound Bus Terminal site is estimated at \$12 million. The Redevelopment Agency's Adopted FY 2006-2008 CIP budget includes \$6.8 million for Downtown parking development, and is expected to be augmented by approximately \$440,000 in 2007-08. Funding of \$4.4 million would be available from the City's Parking Fund. The 70 Parking Plus at Living Tomorrow project is estimated at \$2.8 million, and as the project proceeds staff will work to identify the funding in future budget years. The Parking Fund is anticipated to receive an additional \$1.2 million and \$1.47 million on annual basis from various new programs, plus an additional \$420,000 from the recommendation to charge \$5 flat rate after 10 pm on Thursday, Friday, and Saturday nights for a six month pilot period. The Agency would receive approximately \$150,000 to \$200,000 annually from the new rates at the 4th Street Garage and one other Agency-operated parking lot.

CEQA

Downtown Strategy 2000 EIR, Resolution No. 72767



JAMES R. HELMER
Director of Transportation







ABI MAGHAMFAR
Redevelopment Agency

ATTACHMENTS

DOWNTOWN PARKING FACILITIES



CITY OF SAN JOSE PARKING MANAGEMENT PLAN

-  PUBLIC PARKING
-  PARKING UNDER CONSTRUCTION
-  PARKING PRIORITY
-  PRIVATE OPEN TO PUBLIC

PUBLIC PARKING

1. MARKET/SAN PEDRO GARAGE
2. THIRD ST GARAGE
3. FOURTH/ST JOHN GARAGE
4. CITY HALL GARAGE
5. FOURTH/SAN FERNANDO GARAGE
6. SECOND/SAN CARLOS GARAGE
7. CONVENTION CENTER GARAGE
8. FOUNTAIN ALLEY LOT
9. FIRST/SAN FERNANDO LOT
10. CENTRAL PLACE LOT
11. MARKET/SAN CARLOS LOT

PUBLIC PARKING (CONT.)

12. ALMADEN/WOZ LOT
13. WOZ/B7 LOT
14. AUZERAIS LOT
15. FIRST/280 LOT

UNDER CONSTRUCTION

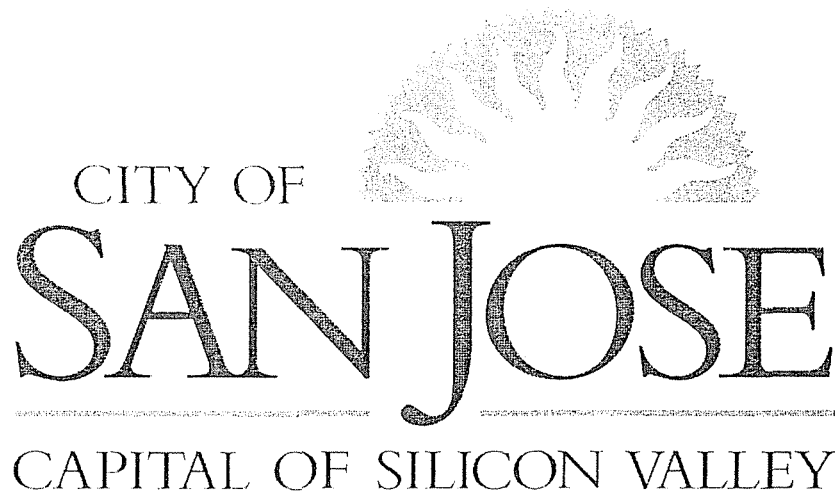
16. THIRD/SANTA CLARA GARAGE
17. CENTRAL PLACE GARAGE

PARKING SITE PRIORITIES

18. GREYHOUND SITE
19. PARKSIDE HALL SITE
20. CONVENTION CENTER SITE

PARKING PLUS PRIORITIES

21. LIVING TOMORROW
22. VALLEY TITLE
23. MITCHEL BLOCK/VICTORY LOT



**DOWNTOWN PARKING MANAGEMENT PLAN
2006/2007 UPDATE**

RECOMMENDATIONS AND IMPLEMENTATION PLAN

MAY 2007

Prepared By:
**SAN JOSE REDEVELOPMENT AGENCY,
DEPARTMENT OF TRANSPORTATION**

Reviewed and Approved By:
**DOWNTOWN PARKING BOARD
CITY OF SAN JOSE**

Original Recommendations By:
KAKU ASSOCIATES, INC.

BACKGROUND

In September 2005, the City Council/Redevelopment Agency Board directed staff to update the 2001 Downtown Parking Management Plan (PMP). In the fall of 2005, with input from Downtown Parking Board (DPB) and stakeholders, staff developed the scope for the PMP Update. SJRA staff entered into an agreement with Kaku Associates, the consultant that developed the original PMP, to develop the PMP Update.

In April 2006, a draft PMP Update, which included significant input from the DPB, stakeholders, and the community, was released. Upon further outreach and receiving of input, the consultant submitted a revised set of recommendations on July 12, 2006. From July 2006 through March 2007, the DPB held a series of workshops, and stakeholder and community meetings to review the plan, receive input, and provide feedback to the consultant and staff on the recommendations contained in the draft plan. In March and May 2007, the DPB approved the PMP Update.

Staff's implementation plan recommendations are in alignment with the key priority actions of the Strategy 2000: San Jose Greater Downtown Strategy for Development. The Strategy priority actions, which included the development of parking resources and alternatives, were accepted by the Redevelopment Agency Board in 2001.

ANALYSIS

Review of Consultant Recommendations

Subsequent to input from the Downtown Parking Board and stakeholders, several of the initial recommendations have been revised, consolidated, moved to a different phase in the plan, or deleted. As a result, the PMP Update includes a set of 20 recommendations covering a broad range of parking matters including: supply enhancement, demand management, improved security and maintenance, parking rate, free parking, validation, funding changes, parking code changes and signage and advertising activities. The recommendations are presented in three implementation phases:

- ☐ Phase 1 – Plan Approval to December 2007
- ☐ Phase 2 – January 2008 to June 2009
- ☐ Phase 3 – Beyond June 2009

The general format used to analyze each recommendation is:

- ☐ **Recommendation** from the consultant report, and input from the DPB
- ☐ **Analysis** of feasibility, rationale, and implementation considerations of the recommendation
- ☐ **Status and schedule** including past actions, current activities, and future schedule
- ☐ **Staff position** on the recommendation

Phase I – Plan Approval to December 2007

Recommendation #1: Program 70 Parking Plus spaces in the Living Tomorrow development on San Fernando Street between 1st and 2nd Streets (Block 2) funded by the City's Parking Fund at an estimated cost of \$2.8 million.

Analysis: The Block 2 site, currently a 154-space parking lot, is one of the most active parking lots in Downtown San Jose. The site provides an excellent opportunity for Parking Plus because demand in the area is high and is expected to remain high in the future. However, due to the size of the parcel, high water table and FAA height restrictions, it may not be possible to achieve Parking Plus within certain types of development. For example, office parking demand is higher than residential and hotel. The current proposed Living Tomorrow development anticipates approximately 50,000 square feet of exhibit space and approximately 100 for-sale residential units and 100 hotel rooms in a high-rise tower. The residential and hotel component of the development would provide parking to meet its demand. The developer will fund the parking required for residential and hotel purposes. Providing some replacement public parking is an important action given the heavy use of the existing surface lot, and the amount of business and entertainment activity in the immediate vicinity.

Status and Schedule: On February 14, 2006, the Redevelopment Agency Board approved an Exclusive Negotiations Agreement (ENA) with the Living Tomorrow Forum for the development of the Agency-owned parcel at San Fernando Street between 1st and 2nd Streets (Block 2). On May 3, 2006, the Downtown Parking Board approved staff recommendation to program \$2.8 million from the City's Parking Fund to develop 70 Parking Plus spaces in the Living Tomorrow development. In October 2006, Mesa Development (Mesa) was selected by Living Tomorrow as its high rise residential development partner for the Block 2 site. In May 2007, the Living Tomorrow ENA was extended to August 2007 to develop a mixed residential and hotel conceptual design and financial plan for the project. If the proposed concept proves to be financially feasible, it is anticipated that a two-month time period will be required to negotiate a final Disposition and Development Agreement with the developer, with final action occurring in mid 2008 (including Parking Plus).

Staff Position: Support

Due to limited funding in the Parking Fund and the Agency budget, funding for this project will be further evaluated as a part of the 2008-2009 budget process. In the event that the Living Tomorrow development ultimately does not proceed, staff recommends pursuing other Parking Plus opportunity sites as identified in the Parking Management Plan Update.

Recommendation #2: Target the opening of existing private parking facilities located in specific areas on days and times when current parking shortfalls occur. It is anticipated that through modification of the Free Parking Program, and discussion and/or negotiation with private parking owners/operators that specific private facilities will open to serve the public. The 60 S. Market Garage, one of the targeted private facilities, is now open on weeknight and weekend evenings and currently charges \$7 per entry.

Analysis: Meeting parking demand through the use of private parking facilities is an effective and efficient strategy. The most critical factors related to the use of private parking supply are demand and pricing, both in the immediate vicinity of private facilities, and in the Downtown as a whole. A motorist's parking choice is driven primarily by location and price. The recommendation to target the opening of private parking facilities, in specific areas on days and times when current parking shortfalls occur, must take into account the need, location, and pricing in the immediate area of the targeted private facility if the strategy is to be successful.

Currently, the only areas and times where parking demand is placing pressure on the available supply is in the South of First Area (SoFA) and in the San Fernando Street area from 1st to 3rd Streets on Thursday through Saturday evenings, or during large events. Data indicates that parking can be in short supply at parking facilities that are free, causing parkers to proceed to locations that may not be as convenient as their first choice, or free. The primary reasons for the strong parking demand in these areas are restaurant and entertainment activity, and artificially driven demand for limited free public parking in the area. Free parking exists at the 1st and San Fernando Lot (Block 2), the Central Place (Block 3) Lot, the 2nd and San Carlos Garage, and Pavilion Garage. These facilities experience the highest demand, and are the first to fill in the evening creating an impression of a parking shortage at peak times, typically when private parking locations have available parking. For various reasons, but primarily because of free parking, parking customers are not being equally distributed between public and private parking facilities.

Status and Schedule: The parking garage at 60 S. Market opened in the summer of 2006 in the evenings and weekends charging a \$6 flat rate to determine if enough business exists to generate a reasonable financial return. Indications are that sufficient demand exists and the facility continues to remain open. The rate has since been raised to \$7. Typical demand on weekend nights averages about 285 entries out of a facility capacity of 814 spaces. The parking garage at 50 W. San Fernando Street also is open evenings and weekends charging a \$6 flat rate. This owner's representative has indicated that the business activity is sufficient to continue the operation and generate a reasonable financial return, but they were not willing to disclose occupancy and use data. The Victory parking lot across from the Market Street Garage is open evening and weekends and charges a \$5 rate. Typical demand on weekend nights averages about 213 parkers out of a facility capacity of 425. Other private facilities that charge for parking in the evening include the San Pedro Square Lot that averages about 75 entries with a capacity of 128 spaces and charges \$7 upon entry. Finally, the public lots at Market and San Carlos (92 spaces), and Fountain Alley (149 spaces) reach full capacity at their respective lots and charge a \$1.25 per hour \$7 maximum and \$5 respectively.

Staff Position: Support

Recommendation #3: Implement Convention Center Garage pedestrian access and signage improvements to better connect pedestrians to the SoFA District and advertise the availability of the garage on evenings when the Convention Center is dark or lightly used.

Analysis: The Convention Center Garage is underutilized on non-event days. Given the proximity to the SoFA district, this parking facility has the potential to be a more convenient and well used facility. To encourage SoFA parkers to access the Convention Center Garage, staff recommends installing new and improved way-finding and facility signs that will direct and attract parkers to the Convention Center Garage. The way finding signs are planned for key locations in the SoFA District, and the Parking Guidance System (PGS) Phase II signs will help to better direct and inform motorists of available parking. Staff is also proposing enhancements at the garage entrance on Market Street, including a large illuminated “P” sign, more visible vehicle entry and exit signs, and signage denoting the facility as public parking. The improved signage on the building will be visible to motorists and pedestrians for several blocks down San Salvador Street into the SoFA District. Additionally, the Parking Guidance System Phase II signs, which are anticipated to be operational by December 2008, will direct motorists to the Convention Center Garage. Staff also recommends an improved pedestrian access entrance on Market Street by installing improved signage and lighting on the building and additional modifications inside the walkway to improve pedestrian access.

Status and Schedule: The project is funded in the 2006-07 Parking Fund Capital Improvement Program at \$100,000. The scope may exceed the \$100,000 and staff will prepare a detailed cost estimate with priorities to determine if additional funding is needed or if certain elements need to be scaled back or removed. Staff has prepared design plans that include the installation of multiple parking and pedestrian way-finding signs within the street system and improved signage in and at the Garage. A new public pedestrian access point on Market Street would be opened with enhanced lighting and signage. The installation schedule is planned as follows:

- ☐ Interior Pedestrian Improvements – July 2007
- ☐ Way-finding Signs and Interior Signs – September 2007
- ☐ Exterior Building Improvements (Signage and Lighting) – December 2007
- ☐ Parking Guidance System (PGS) Phase II Signs – December 2008

Staff Position: Support

Recommendation #4: Implement a fee-based Public Valet Program and explore appropriate pick-up and drop off locations and vehicle storage locations for a public valet parking system. Pick-up/drop off areas should be considered in the San Fernando Street corridor and in the SoFA District to accommodate evening parking demand in the busiest areas of downtown. Valet fees and the cost of the program operation should be set at a break-even point.

Analysis: As discussed in detail under Recommendation #2, parking demand in the SoFA District and along the San Fernando corridor is high during the evening hours, especially Thursday through Saturday evenings. This particular recommendation identifies an additional strategy to create convenient, available parking in those areas, at times when it is most needed. Staff recommends using a Request for Proposals (RFP) process to identify interested private firms to provide valet parking services, while using available capacity in public or parking facilities to store the vehicles. By soliciting private proposals, the City can ensure the program can be cost effective to the Parking Fund.

The RFP, at a minimum, would include the following provisions:

- ☐ Valet locations (curb side drop-off, storage and pick-up)
- ☐ Operational and customer service requirements (hours, days of operations, service standards)
- ☐ Potential revenue sharing proposal (e.g. proposal for use of City parking facilities and proposed fee private vendor would be willing to pay City for use of available public parking capacity)
- ☐ Rate (proposals by private firms identifying the range of potential rates to be charged)
- ☐ Feasibility (Evaluate the criteria for a successful valet program)

Status and Schedule: The development and issuance of an RFP could occur by August/September 2007. If the RFP produces feasible proposals, an anticipated award could occur by October/November 2007, with service beginning during the 2007 holidays. Staff recommends starting with a pilot program in the San Fernando corridor during the dinner and early evening hours, with the opportunity to expand the program to the SoFA District..

Staff Position: Support, with additional feasibility and cost analysis.

Recommendation #5: Explore the opportunity to develop additional parking supply by:

- a. Evaluating the acquisition or a purchase option of the Greyhound site and determine more accurately the costs of acquisition and relocation of the Greyhound Bus Terminal.
- b. Continuing to analyze Parkside Hall as a priority development site.
- c. Evaluating opportunities in conjunction with the Convention Center Expansion Project.
- d. Continue to explore opportunities to develop additional parking supply by utilizing the Parking Plus Program.

Analysis: The 2001 PMP contained a significant capital development program that was built on the premise that the national, regional, and local economic expansion, that was generating record level office occupancy rates, parking occupancy and revenues, and redevelopment tax increment revenue. After the major economic correction that occurred after 2001, the timeframes and the revenues projected in the PMP had to be adjusted to reflect the new economic environment.

In 2004, the DPB and City Council/Redevelopment Agency Board adopted a series of triggers that are outlined below to establish framework on when to initiate actions related to future parking development. The status of the triggers was updated in the Spring of 2005 and the results indicated that all four triggers were trending in the opposite direction in terms of parking demand, the need to move forward on parking development, and the financial ability to do so. The most recent data, for the Spring of 2007, indicate that no change in office and parking occupancy has occurred, but that some improvement has occurred in terms of improved parking revenues and redevelopment tax increment revenues. Projections for 2007-08, in terms of revenue, show promising signs as well.

Triggers	Baseline Spring 2004	1 st Milestone Site Acquisition	2 nd Milestone Design/Constr.	Spring 2007
Decrease in Class “B” Office Vacancy Rates in Downtown	20%	20% to 17%	17% to 10%	24%
Increase in parking demand and occupancy in City parking facilities	60%	60% to 66%	66% to 80%	53%
Increase in Parking Fund Revenue above 2003-04 actuals	\$10.06M	2% \$10.06 to \$10.26M	12% \$10.26 to \$11.50 M	\$10.26M
Increase in Tax Increment Revenue above 2003-04 actuals	\$167M	0-1% \$167 to \$168.67 M	5% \$175.35 to \$177.10 M	\$160M

The triggers represent the most fundamental factors that influence public parking demand and occupancy, and ultimately the ability to fund the development of a new parking facility. Each of the triggers was set to ensure timely action upon meaningful changes in economic conditions (e.g. to stay in front of the power curve without taking on undue risk in terms of committing to projects).

In 2005-06, trigger number three, the City’s Parking Fund revenues, met the 1st milestone by achieving revenues of \$10.26 million. That revenue level is projected to be achieved again in 2007-08. Redevelopment Agency tax increment revenues, trigger number four, is projected to meet the 1st

milestone by achieving the target of \$167 million in 2007-08 as well. The other two triggers, Class “B” office vacancy rates and public parking occupancy rates, have not been achieved yet. However, given the limited opportunities to acquire land in Downtown, escalating land prices, and the availability of Redevelopment and Parking Fund resources of \$11.6 million, staff recommends proceeding with acquisition of land with only two of the triggers being met. The remaining two triggers, parking demand and class “B” office vacancy rates, remain well below their respective triggers of 66% and 17% respectively. The last two aforementioned triggers are the ones that most actively drive the need to have new parking supply readily available, and are the triggers that will take the longest to be achieved.

Staff supports the consultant recommendation to acquire land for development of future parking supply at this time given the long lead time to develop public parking, and the rising price for land in Downtown. In order to implement this recommendation, it is necessary to change the application of the established criteria to achieve the first milestone (site acquisition). The current framework requires that all four triggers be met before moving forward with each milestone. The DPB and various Downtown stakeholders identified the investment of revenues that would be generated from the proposed modification of the Free Parking Program toward land acquisition for future parking development. Investing in land acquisition is a sound strategy given the typically long lead times for parking development, the need to be prepared to respond to an improving economy, the likely rise in the cost of land in Downtown over time, and the shortening list of suitable sites for public parking. An example of the last point on increasing prices, the Greyhound site was valued at \$7.4 million in 2002, and was appraised at \$11.9 million in 2006.

Staff supports the consultant recommendation to acquire the Greyhound site as the first priority because the site is centrally located and would support both monthly parking for employees of Class “B” office buildings, and for visitors to the Technology Museum, San Jose Museum of Art, Plaza de Cesar Chavez, convention and cultural facilities, hotels and special events. The site also provides an opportunity to operate a surface parking lot on part of the site until development occurs.

The consultant’s recommendation to acquire the Greyhound site requires reprioritization of the previously-adopted site priorities for parking development. The Greyhound site is currently the number two priority site. The Notre Dame site, located on the block bounded by Notre Dame, Carlyle, and St John Streets was initially established as the number one priority site due to the likely development of the Mitchell Block, which would have potentially generated significant visitor parking demand. That demand would have necessitated the relocation of monthly parkers from the Market Street Garage to the proposed Notre Dame site to accommodate the additional visitor parking demand in the core. Also due to its proximity to the HP Pavilion, the Notre Dame site was also considered a good candidate to serve the parking demand for events at the HP Pavilion. In 2004, the Note Dame site was established as the first priority based upon the potential that the Greyhound site was seriously being considered for a Federal courthouse. Current discussions with the Federal General Services Administration have determined that the Greyhound site is not adequate in terms of acreage to meet the required program requirements for a Federal courthouse. Also, the Mitchell Block development plans anticipated in 2001 did not materialize, eliminating a need in the immediate future for parking development at Notre Dame. In addition, interim and long term parking alternatives closer to HP Pavilion are being considered to address parking needs in the Diridon/HP Pavilion area.

As a result, it is recommended that the Notre Dame site be removed from the list of priority sites for parking development and that the Parkside Hall and the Convention Center expansion projects sites be established as second priorities to be pursued as opportunities become available to develop additional parking. The Parkside Hall site, a City-owned property, will not have the additional expense of land acquisition; it is centrally located and has great potential for a mixed-use project with additional parking supply to meet the parking demands for special events at the Cesar Chavez Park, museums, convention center and cultural facilities and Class “B” office buildings weekday parking demand; however, the programming for this site appears to be a longer-term project as such development would be tied to the Tech Museum expansion and the future plans for that block as a whole.

The Convention Center expansion project also provides another opportunity to develop additional parking supply to meet the center’s and cultural facility’s event demand; as well as serving the SoFA District, which has been identified as the area of Downtown with a tight parking supply during non-convention center event days.

The recommendations related to parking supply development have the longest time horizon, and require the most coordination in terms of property acquisition, relocation, mixed-use programming, funding and financing, and design and construction. With approval of the recommendations in this report, staff would immediately pursue acquisition of the Greyhound site (outright or lease/purchase option). The target would be to complete negotiations and have an approved agreement with Greyhound by January 2008, and to determine a potential location and the cost associated with relocating the Greyhound Bus Terminal operation. Depending upon the results of that process, staff would evaluate the mid and long term plans associated with the site, including development of an interim parking lot, and ultimately the development of a mixed use project that would include a significant public parking element.

The table below identifies the recommended future parking development sites in priority order:

Priority Sites	Advantages	Disadvantages
1. Greyhound	<ul style="list-style-type: none"> <input type="checkbox"/> Central location near Class B office buildings <input type="checkbox"/> Serves special events, hotels, Park, Tech, etc <input type="checkbox"/> Mixed use development opportunity <input type="checkbox"/> BART construction impact thru 2014 on Mitchell Block Lot creates likely parking need <input type="checkbox"/> Seller willing to cooperate on relocation <input type="checkbox"/> Federal court not suitable for site 	<ul style="list-style-type: none"> <input type="checkbox"/> Relocation of Greyhound operation poses challenges and additional cost <input type="checkbox"/> Uses most of current redevelopment and parking funds available for development <input type="checkbox"/> Located within two blocks from Market Street Garage
2. Convention Center	<ul style="list-style-type: none"> <input type="checkbox"/> Expanded Convention Center requires additional parking to meet event demands <input type="checkbox"/> During non event days and evenings supports SoFA District that has tight parking supply <input type="checkbox"/> No land acquisition costs 	<ul style="list-style-type: none"> <input type="checkbox"/> Does not serve Class B office buildings and weekday demands well <input type="checkbox"/> Concerns over visibility of parking to non-convention center users
2. Parkside Hall	<ul style="list-style-type: none"> <input type="checkbox"/> Central location that serves special events, hotels, Park, Tech, etc <input type="checkbox"/> Can support expanded Convention Center parking requirements <input type="checkbox"/> No land acquisition costs 	<ul style="list-style-type: none"> <input type="checkbox"/> Current venue programming impacts <input type="checkbox"/> Circulation and access challenges <input type="checkbox"/> Partnering mixed-use opportunity unclear

Opportunities should continue to be explored to provide additional public parking under the Parking Plus program, which was a part of the 2001 PMP. “Parking Plus” is a strategy that adds public parking to private projects. Parking Plus is usually accomplished in one of two ways. In the first method, the public sector (e.g. the City or the Redevelopment Agency) would add parking supply to a private development by funding the additional parking. Under this scenario, either the public sector operates the public spaces or under a separate agreement, the private development would operate the spaces as part of the public parking supply, respecting the public parking rate structure and accepting public parking validation. The public sector is obligated to pay the debt service and the revenue generated by these spaces is typically added to the public parking system, after parking operation and maintenance expenses have been covered. In the second approach, the private development is required to add a certain number of public parking spaces above and beyond the zoning code requirement for the project. Often the amount of public parking required is related to the amount of parking on the site prior to the development. The new project is required to “replace” the existing public parking within its site plan. Under this scenario, the expense of building the Parking Plus and the revenues/expenses would be the responsibility of new development.

Supply Alternative	PROS	CONS
Parking Plus	<input type="checkbox"/> Replaces lost surface lot parking <input type="checkbox"/> Distributes parking supply broadly <input type="checkbox"/> Cost outlay less than stand alone Garage <input type="checkbox"/> Provides flexibility short and long term	<input type="checkbox"/> Typically purchasing highest cost spaces (e.g. lowest underground floor) <input type="checkbox"/> Typically higher operations costs due to limited economy scale of smaller amounts of parking (e.g. similar to small pocket parks)

Parking plus projects in various stages of planning and development include: 2nd and Santa Clara (CIM), Central Place (CIM), Living Tomorrow (Block 2 at 1st and San Fernando), and Block 8 at Market and San Carlos. Other potential sites, including the Valley Title Lot and the Mitchell Block, were identified in the 2001 Parking Management Plan and will be monitored for opportunities.

Redevelopment and Parking Funds Available for Land Acquisition – The Redevelopment Acquisition of the Greyhound Bus Terminal site as a future site for a mixed use project that would include public parking is currently estimated at \$12 million. The Redevelopment Agency’s FY 2006-2008 CIP Budget includes \$6.8 million for parking development that is recommended to be allocated to Greyhound site acquisition. The Agency anticipates adding approximately \$440,000 to the current \$6.8 million in its 2007-2012 CIP Budget for a total of \$7.2 million. The City’s Parking Fund has \$4.4 million available for parking capital development. The anticipated Agency and City funding available in 2007-08 is \$11.6 million, about \$400,000 short of what is estimated to be needed to acquire the Greyhound site. Revenues and fund balances in both the Agency and the City will be monitored during 2007-08 fiscal year to determine if additional funds may become available. As an option, staff could proceed with a purchase/lease option so that Greyhound could maintain its operations at the current location until such time that the Greyhound operation could be relocated to another feasible location.

No current construction estimate is available at this time, however, a previous analysis prepared in January 2003, estimated a \$33.7 million cost for design, site preparation, project management and construction of a 1,000-space parking facility at the Greyhound site. It is noteworthy to mention that average construction costs have increased by approximately 40% since January 2003. Estimates for any type of mixed use development, which will include public parking, would need to be developed

as part of the project plan and can not be accurately estimated without conceptual plans.

Redevelopment and Parking Funds Available for Land Acquisition in 2007-08

Redevelopment Agency Funds	\$7.2M
Parking Capital Development Reserve Account Fund in 2007-08	\$4.4M
Total Funds Available	\$11.6M

Parking Fund Debt Capacity Analysis – As a longer term alternative to support actual parking capital construction information is provided on debt capacity. Based upon previous financial and debt capacity analyses, two general principles apply that are worth reiterating to the Downtown Parking Board because they have a direct impact on the ability to develop any acquired land into parking supply. The general principles do not contain specific financial information or projections related to the Parking Fund as there are not particular projects or debt issuance contemplated at this time.

1. First, the calculation of debt capacity is a mathematical analysis based on economic assumptions about the City's parking system revenues, bond term and interest rates. Capacity increases to the extent that revenues available for debt service are higher, the bond term is extended and/or interest rates are lower. Bond capacity decreases to the extent the opposite occurs.
2. Second, the decision to issue bonds – to access that bond capacity – depends on a qualitative set of criteria as well. Key factors include: the need for the project, the current economic environment, available funding alternatives, availability of bond insurance and/or debt ratings consistent with the City's debt policies, and other considerations.

The amount the City would consider paying in terms of debt service on new bonds can not over-extend the General Purpose Parking Fund, or any newly created fund. Even if parking revenues are used to pay debt service first, revenues after debt service must be sufficient to pay the parking system's operating costs and ongoing capital needs, including economic uncertainty and emergency capital repairs. In calculating an amount that it can comfortably allocate to future debt service, the City will need to evaluate both historical and projected parking revenues, operating expenses and routine capital needs.

Status and Schedule: The recommendations related to parking supply development have the longest time horizon, and require the most coordination in terms of property acquisition, relocation, mixed-use programming, funding and financing, and design and construction. With approval of the recommendations in this report, staff would immediately pursue acquisition of the Greyhound site (outright or lease/purchase option). The target would be to complete negotiations and have an approved agreement with Greyhound by January 2008, and to determine a potential location and the cost associated with relocating the Greyhound Bus Terminal operation. Depending upon the results of that process, staff would evaluate the mid and long term plans associated with the site including development of an interim parking lot, and ultimately the development of a mixed use project that would include a significant public parking element.

Staff Position: Support with the following additions:

1. Recommend update to priority sites based upon the order listed in the table above
2. Recommend acquisition or purchase option of the Greyhound site by January 2008
3. Pursue Parking Plus in Living Tomorrow development in 2008-09.

Recommendation #6: Continue to explore the possibility of modifying the San Pedro Street frontage of the Market Street Garage to add commercial uses including, a public market, retail and restaurants. Evaluate possible one-time/ongoing revenue potential/impact of development.

Analysis: The rebirth of San Pedro Square as a popular dining destination in Downtown San Jose has had a tremendous benefit to the Downtown economy. The Market Street Garage, although a major asset as a parking resource to the Square and surrounding area, presents a potential opportunity to expand the vitality and activity in this district by modifying the first two levels of the garage on the San Pedro Street frontage to accommodate retail and restaurant uses. The modification would result in a loss of approximately 200 parking spaces. Before a decision is made to proceed with any modification, an analysis needs to be completed to determine the likely impact of losing 200 spaces, and if needed, how replacement parking would be accommodated. Future public parking at the Greyhound site would potentially provide a sufficient number of spaces to compensate for the anticipated loss of spaces at Market Street Garage.

Status and Schedule: Redevelopment Agency staff has been in discussions with an interested developer who owns and operates two public markets in northern California. The developer has actively been looking for a location to expand in Downtown San Jose, with a particular interest in San Pedro Square and the Market Street Garage frontage to the Square. Redevelopment Agency staff will prepare a cost benefit analysis on construction modification costs, loss of parking, and the projected economic impact of the development. A preliminary staff and consultant analysis of this recommendation would precede the re-use project and any potential Exclusive Negotiations Agreement (ENA). The preliminary staff and consultant analysis is scheduled for the Summer of 2007 and would be presented to the Downtown Parking Board. An ENA would not be finalized until the results of the analysis were completed and reviewed by appropriate stakeholders.

Staff Position: Support exploration. Needs additional analysis.

Recommendation #7: Amend the parking code requirements for residential development to:

- a. 1.0 space per dwelling unit for studio and one-bedroom units
- b. 2.0 spaces per dwelling unit for two- or more bedroom units
- c. 0.1 guest space per dwelling unit, and
- d. 1.0 space per 1,000 s.f. of retail (for mixed use developments)

Analysis: The 2001 PMP, and the associated code amendments, adjusted parking requirements for new office development, but not for residential development. The initial office development requirement started at 3 spaces per 1,000 sf of office space, and is being decreased incrementally over time to 2.8, 2.6, 2.5, 2.25, and ultimately 2.0 spaces per 1,000 sf of office development as transportation demand management programs, transit service, and transit use increase in Downtown.

Significant new residential development has occurred since 2001, with 2,400 additional units in the pipeline. Over the past 10 years, new Downtown housing developments have generally provided more than the Code-required 1.0 space per dwelling unit (du) (e.g. average of 1.51 per du and 1.03 per bedroom). However, the amount of parking provided in new housing developments has been on a downward trend over the past five years. There has been anecdotal feedback from residents in the Saint James Park area that parking in housing developments in that area of Downtown may not be sufficient to meet actual demand, as newer Downtown residents tend to have more automobiles, resulting in spillover parking from such developments.

As a result, the DPB discussed their desire to revise the Code relative to Downtown residential developments. National and California surveys have shown that a range of 1.6-1.7 spaces per du represents the actual residential and guest parking demand for urban residential projects. However, it appears the trend, in terms of residential parking requirements, has begun to change course more recently as other cities, such as Portland and San Francisco, have either eliminated or reduced residential parking requirements. Further coordination with the Department of Planning, Building, and Code Enforcement, housing developers, and stakeholders is required to determine the market and economic impacts of such change prior to staff making a specific recommendation.

Status and Schedule: SJRA and Planning staff will develop the scope, schedule and process, including community and stakeholders outreach, and review by Planning Commission as part of future proposed zoning code changes. Schedule needs to be established.

Staff Position: Support in concept that residential developments provide sufficient parking to meet generated demand on-site.

Recommendation #8: Establish requirements/incentives for future commercial office development to make parking available to the public evenings and weekends.

Analysis: There are currently more than 13,000 private parking spaces with public access during regular workdays; however, some of these private parking spaces are closed for business evenings and weekends. Not all of these facilities are located where parking demand exists. Developing strategies to ensure future office developments open their parking facilities to the public evenings/weekends is important to Downtown. One goal of the PMP Update is to develop strategies through the private development permitting process to encourage/incentivize/require new office developments to open their parking facilities in the evening and weekends where feasible.

Status and Schedule: SJRA staff will coordinate with the Planning staff to develop the scope, schedule and process to consider this recommendation, and other potential zoning code changes, or incentives. Requires further outreach, coordination and analysis.

Staff Position: Support in concept. Requires additional research and analysis.

Recommendation #9: Institute a program that allows the bulk purchase of monthly parking passes for weekday, daytime parking for Class B and C building tenants and other businesses that do not have dedicated parking.

Analysis: The purpose of this proposal is to create incentives to attract “new” businesses Downtown by establishing reduced monthly parking rates for new businesses and tenants in Downtown San Jose, and to provide an additional tool to Class B and C office building owners to enter into longer term leases with tenants by controlling a limited amount of public parking through a long term lease with the City. The current average monthly parking rate in Downtown is approximately \$115. The City’s current monthly parking rate is \$100 per space per month at core garages and lots. Longer term leases are not an option that staff has the authority to execute. In February 2007, the City Council approved a long term lease with Legacy Partners, Inc. for a 50 space parking lease. That lease agreement would be used as the model for implementing Recommendation 2 below.

Staff is proposing two new programs designed to create incentives to attract new businesses Downtown, and to assist office buildings keep office occupancy rates as high as possible. Currently, ample parking is available in the City’s parking garages to support the new programs. The two programs are as follows:

1. “New” business/tenant reduced monthly parking rate program*
2. Office building long term parking lease program*

* These programs do not apply to the 4th Street Garage due to private activity restrictions related to the tax exempt status of the debt financing of the project.

1. “New” Business/Tenant Reduced Monthly Parking Rate Program

This modified proposal, based upon feedback received during the Downtown Parking Board’s public meetings, includes the following provisions:

- ☐ Monthly parking rate per space per month is discounted to \$75 for lease requests from 5 to 300 spaces for new businesses and tenants to the Downtown. The \$75 monthly rate represents a 25% discount from the City’s current rate, and 35% lower than the average private parking rate Downtown (e.g. \$115). This proposal applies the same discounted rate to small and large businesses because small businesses are the most common tenant in Downtown and in City parking garages.
- ☐ New leases can be initiated from approval of the program through July 31, 2009.
- ☐ The discounted rate would apply for 24 months regardless of the date the lease was initiated prior to July 31, 2009.
- ☐ To obtain the reduced rate, a minimum six-month lease period would be required; thereafter a month-to-month lease would be required.
- ☐ Restricted to businesses and tenants of Class “B” and “C” buildings, or buildings without dedicated parking. The lease agreement would be with the business/tenant.
- ☐ Permits can not be sub-leased or transferred.
- ☐ The Director of Transportation would be authorized to extend the program, after July 31, 2009, on a year-to-year basis, if sufficient parking supply remains available to meet demand at the time of extension, and for a reasonable period of time into the future to meet the projected requirements of

the program extension.

- If occupancy reaches 80% (either system wide or by facility) at any time during the program, the Director would evaluate conditions including parking occupancy, office occupancy, and other related indicators to determine if the program can continue or should be discontinued. If the incentive program is discontinued, the discount rate for existing participants would be continued for the full 24 months.

2. Office Building Long Term Lease Program

The purpose of this program is to provide an additional strategy to maintain Downtown office occupancy rates at as high a rate as possible, by providing office buildings, without private parking, control of some public parking to more flexibly meet the needs of prospective tenants. This modified proposal, based upon feedback received during the Downtown Parking Board's public meetings, includes the following provisions:

- Opportunity for building owners/managers to lease up to 1 parking space per 1,000 square feet of office space, up to a maximum of 150 parking spaces per office complex (e.g. cluster of office buildings co-located). The Director of Transportation would be authorized to exceed the 150 parking space limit under certain conditions including under utilization of the program by all eligible buildings and continued availability in City parking garages such that larger requests can be accommodated.
- The lease rate would be \$100 per space per month. This program is specifically not discounted to ensure that spaces would not be leased from the City at a discounted rate, and then marked up as part of a sub-lease to a building tenant. Any new or expanding tenant can obtain discounted parking through the new business/tenant reduced monthly parking rate program. If a building owner is interested in participating in the program, yet does not have a specific tenant to apply the long term parking lease, the building owner may secure the lease for \$25 per month per space while seeking a tenant. Once a tenant is secured, and the parking spaces are activated, the \$100 rate would be charged.
- New leases can be initiated from approval of the program through July 31, 2008.
- The lease term would be available for up to 60 months, regardless of the date the lease was initiated prior to July 31, 2008.
- Restricted to Class "B" and "C" buildings, or buildings without dedicated parking.
- The Director of Transportation would be authorized to extend the program, after July 31, 2008, on a month-to-month basis, if sufficient parking supply remains available to meet demand at the time of extension, and for a reasonable period of time into the future to meet the projected requirements of the program extension.
- If occupancy reaches 80% (either system wide or by facility) at any time during the program, the Director would evaluate conditions including parking occupancy, office occupancy, and other related indicators to determine if the program can continue or should be discontinued. If the program is discontinued, the lease period for existing participants would be continued for the full 60 months.

Benefits of the Proposal:

- Creates incentive to attract new businesses and tenants Downtown.
- Creates marketing tools for brokers, building owners, and building managers.

- ☐ Creates incentive to fill un-occupied parking space in City parking facilities.
- ☐ Limits impact on existing Class A offices and parking by not allowing existing tenants to relocate from competitively priced private parking facilities to lower cost public facilities.
- ☐ Projected to generate additional parking revenues to help develop parking supply.

Status and Schedule: City Council approval to change the Master Parking Rate Resolution is necessary to implement. Staff would work with the Redevelopment Agency, Office of Economic Development and the San Jose Downtown Association to market the program to commercial brokers and building owners. Implementation will occur immediately after City Council approval of the PMP Update.

Staff Position: Support revised staff proposal.

Recommendation #10: Modify the retail validation program to include social service providers. Change the financial formula to have the City subsidize 75% of the prevailing rates, up to a maximum of two hours. The participating businesses and institutions would contribute the remaining 25%. This represents a change from the current 95% - 5% split now in effect.

Analysis: The retail validation program has been in effect for approximately 20 years and has evolved over the years, including expanding eligible organizations and changing the percentage share of paying for the validated parking between the City and participating organizations. One change included a six month period in 2002 where the City waived the approximate 10% share that participating organizations contributed due to the severe economic downturn. The program reverted to a 5% participation rate after the 6-month period ended, with the intention that once the economy recovered, the participation rate would revert to the original 10% rate. Another more recent change was the inclusion of nightclubs as an eligible participant.

Staff supports a modified recommendation to that described above. The first modification would be to enable social service provider organizations to participate in the program to mitigate most of the impact of the proposed free parking changes. Feedback has been provided by various organizations that provide social services that the loss of free parking would be difficult to manage. By expanding eligibility, much of the impact of a modified free parking program can be mitigated to this segment of our Downtown community. The second modification would not increase the share of participating organizations to a 75/25 split, but recommends reverting to the original 90/10 split as the validation program existed prior to 2002. The purpose of the adjustment is to ensure that the participating organizations better and properly control the use of validations by marginally increasing the share, thus discouraging potential abuse by employees and revenue loss to the Parking Fund. The increased share is an important recommendation because of the possible modification to free parking, which will likely result in higher use by participating organizations, and more potential abuse by employees.

Status and Schedule: Staff recommends to the Downtown Parking Board that the validation program be modified to include social service provider organizations when any approved modifications to the free parking program is implemented. The change in the proportional share to 90/10 was recommended to occur in January 2008. The DPB voted to retain the existing proportional 95/5 share. Staff, after further review, accepts the DPB position.

Staff Position: Support retaining 95/5 split as recommended by the Downtown Parking Board.

Recommendation #11: Allocate all Parking Fund monies earned above \$1.5 million net per year to the Parking Capital Development Reserve Fund. The first \$1.5 million net each year would be allocated to the current fund accounts used to operate and maintain the parking system.

Analysis: The purpose of the fund would be to acquire land, design, develop, and construct parking facilities, acquire parking inventory, pay parking debt obligations, and support activities that have a direct impact on increasing parking supply. The rationale for creating a new fund is to protect a funding source for parking supply development, and limit the potential for net parking revenues, beyond those needed for operations and maintenance, to be used for non-parking purposes. The action is designed to create a level of support and confidence in Downtown parking stakeholders that increases in certain parking rates will in fact be used for parking supply.

The alternate method recommended to accomplish the transfer is a 50/50 split of net operating parking revenues to the Parking Capital Development Reserve account and the General Purpose Parking Fund Capital account for existing facility improvements and maintenance. As an example, in 2005-06, with net operating surplus funds of \$1.65 million, \$825,000 would have been transferred to the Parking Capital Development Account and the \$825,000 would remain in the Parking Fund for capital maintenance.

Staff supports the 50/50 split methodology for the following reasons and with the following provisions: (1) the 50/50 split sends a message that the Parking Program is committed to protecting and building the reserves of the Parking Fund to develop parking supply to meet the needs of the Downtown, (2) that staff recommends and the Downtown Parking Board and City Council take action on the actual split based upon the operating, capital maintenance, and repair needs of the existing system versus the Parking Capital Development account on an annual basis during the annual budget process. If the needs of the existing system were lower than the amount of the 50/50 split, staff would recommend a lower amount (e.g. 35/65). Vice versa, if the needs of the existing system were greater, staff would recommend a higher amount (e.g. 60/40). The methodology to be used in determining net revenues is as follows:

- ❑ Net revenues will be determined by deducting all operating and maintenance expenses of the parking system from the revenues of the system as is currently detailed in the Parking Fund Financial Report submitted to the Downtown Parking Board quarterly and at year end.
- ❑ Revenues include all facility revenues, meter revenues, interest revenue, and miscellaneous revenues. Revenues for the Convention Center Garage, the 4th Street Garage, and other facility or special operation requiring transfer of net revenues to that operation or fund are not included in the calculation.
- ❑ Typical expenses include all staffing, operations, contractual services, security, supplies and equipment, audit and overhead, utilities, and leases.

Status and Schedule: As part of the overall approval of the PMP Update, staff would prepare an ordinance for City Council approval to create a new City fund called the Parking Capital Development Fund. The fund would go into effect in July 2007 as part of the City's annual budget process; staff proposes the depositing of funds based upon the 50/50 basis method, unless recommended otherwise by staff and approved by the DPB. The first deposit of funds would occur during the 1st quarter of 2007-08, when final figures for 2006-2007 fiscal year are available. A final reconciliation would occur as part of the City's Annual Financial Report each fall.

Staff Position: Support, with modifications to method to determine split of net revenues. For fiscal year 2007-08, staff recommends the depositing of \$4.4 million in a Capital Development Reserve Account that would be available to transfer to the Redevelopment Agency when an actual transaction is ready to be funded. Future transfers would be evaluated starting in early 2008, and would occur annually during the budget process thereafter.

Recommendation #12: Evaluate the following marketing and advertising programs:

1. **Marketing** - Value and effectiveness of the current print and media marketing programs, and compare the cost benefit of further enhancing the parking website and its associated links to add additional features that would enhance customer awareness and the experience (e.g. on-line payment of parking fees, on-line space availability information).
2. **Advertising** - Develop an in-garage advertising program to raise additional revenue for the Parking Program, while simultaneously promoting local and Downtown businesses.

Analysis: 1. Marketing – The City currently spends approximately \$100,000 per year to promote downtown parking by working in collaboration with the Downtown Association. The current program consists of cinema advertising, print advertising, official visitor guides, collateral materials with downtown parking maps, maintaining the parking website and adding special event information. A highly successful feature of the program worth noting is that for the San Jose Grand Prix, staff developed a program to sell single and multi-day parking passes on-line at the City's official web site (sjdowntownparking.com). Staff will continue to sell special event parking passes for next year's Grand Prix and other special events that generate high parking demand.

Status and Schedule: Staff will be evaluating the effectiveness of the current print and media program by benchmarking with other cities that have similar downtown parking programs and completing a cost benefit analysis. The comprehensive analysis and report is programmed to be completed by December 2007. In addition the City will be implementing an on-line payment program for monthly passes by December 2007.

Staff Position: Support

Analysis: 2. Advertising – Staff supports development of an advertisement program for the Garages to promote Downtown businesses and to generate a limited additional amount of Parking Fund revenues. The advertisement program would likely consist of appropriately sized billboards at pedestrian landing areas, such as elevators, stairs and ticket machine locations; and possibly the back of ticket stock. DOT will evaluate the feasibility of the program, include the following:

- ☐ Cost to implement and potential revenue
- ☐ Types of advertisement
- ☐ Appropriateness of advertisement
- ☐ Sample agreements

Status and Schedule: Implementation, if feasible, is scheduled for June 2009.

Staff Position: Support

Recommendation #13: Expand/extend Parking Incentive Program to include business clusters and incubators.

Analysis: The purpose of this proposal is to extend the current incentive program for start up companies and create incentives to retain and attract new business in clusters and incubators in Downtown by establishing reduced monthly parking rates. The current average monthly parking rate in Downtown is approximately \$115. The City's current monthly parking rate is \$100 at its core garages and lots. This proposal would provide the participants in business clusters and incubators, a 50% discount off the current monthly parking rate. If that rate is adjusted in the future, the 50% discount would apply to the adjusted rates.

Eighty-five percent (85%) of new jobs in San José are created by companies that are less than 10 years old. In order to support the growth and development of new companies, the City of San José invests in three business incubators located in the Downtown: the Software Business Cluster (SBC), the Environmental Business Cluster (EBC), and the U.S. Market Access Center (US MAC). Since the mid-1990's, the SBC and EBC, located at 2 North First Street, have provided office space, business development services, and technology commercialization support to start-up companies in software, and clean and renewable energy. The US MAC, located at 111 North Market Street, helps young international companies establish themselves in San José. The Downtown incubators have launched over 200 companies, created more than 4,000 jobs, and generated \$12 million in sales tax revenues. The SBC alone has graduated over 100 companies, 75% of which have expanded their businesses in San José.

The Redevelopment Agency is the primary investor in the Downtown incubators, leasing the space where the three incubators are housed. The Redevelopment Agency sub-leases this space to the San José State University Foundation, which operates and manages the incubators under a co-sponsorship operating agreement with the Agency. Today, the Downtown incubators are home to over 60 companies with more than 160 employees. These companies rent office space at the incubators, gaining access to professional business development services, technology commercialization programs, and common facilities as part of their lease packages.

Provisions of the Proposal:

- ☐ Program would be in effect from approval through July 31, 2009. Permits can not be sub-leased or transferred at a marked up rate.
- ☐ The Director of Transportation would be authorized to extend the program, after July 31, 2009, on a year-to-year basis, if sufficient parking supply remains available to meet demand at the time of extension, and for a reasonable period of time into the future to meet the projected requirements of the program extension.
- ☐ If occupancy reaches 80% (either system wide or by facility) at any time during the program, the Director would evaluate conditions including parking occupancy, office occupancy, and other related indicators to determine if the program can continue or should be discontinued. If the incentive program is discontinued, the discount rate for existing participants would be continued for the full 24 months.

Status and Schedule: Staff supports extending Parking Incentive Program to July 31, 2009 and inclusion of Incubator and Cluster businesses effective plan approval at 50% discounted rate.

Staff Position: Support

Recommendation #14: Work with the Valley Transportation Authority (VTA) and HP Pavilion Management to develop a parking solution for the Diridon Station area that satisfies the needs of both BART/Caltrain commuters and HP Pavilion guests. In the event that a parking garage is constructed on the HP Pavilion site, the garage must be designed to accommodate event traffic.

Analysis: Parking planning in the Arena/Diridon area is complex issue. It requires balancing short term and long term issues including: current transit and arena parking needs, and future BART, transit, arena, and private sector development needs. The VTA is evaluating a range of parking needs for the BART project from 1,300 to 0 spaces for the Diridon Station. Currently, VTA and Caltrain provide all transit parking supply in publicly owned and managed surface lots. Arena parking is provided in both public and private lots and garages. Within 1/3rd of a mile of the arena, the City has certain contractual requirements to make 3,175 spaces available.

Future development and project construction in this area has short term and long term implications that need to be considered in all parking planning. The BART project is scheduled to begin construction in late 2009 and is currently proposed to impact approximately 350 spaces in public lots that serve current transit services (e.g. Caltrain, VTA) and arena events. A potential Adobe development project on the former Water Company site may impact up to 575 spaces within the next five years. In the long term, a development project is expected to have a net positive impact in terms of the amount of available parking during arena events which would help meet the City's obligation to the Arena within the 1/3rd mile radius. Additionally, the results of the BART parking study, and plans related to future transit parking in the area, will also have an impact on parking supply/demand in this area.

Status and Schedule: Staff has had a number of meetings with VTA staff and HP Pavilion Management about the BART project and the PMP Update as it relates to meeting short and long term parking needs in the Diridon/Arena area. VTA staff is currently conducting a study evaluating the parking needs at each station on the BART to Silicon Valley project, including Diridon Station, and it is expected to be complete by July 2007. Simultaneously, an analysis will be conducted to determine the impacts of BART project construction, and any other impacts on parking within 1/3rd of a mile of the arena, to develop an interim parking plan to maintain adequate parking for transit needs and arena events. The goal for completing the BART plan for the Arena/HP Pavilion area is September 2007.

In addition, VTA staff and HP Pavilion Management and City/Redevelopment staff have been discussing a series of interim parking options to manage parking availability during the construction of the BART project. As proposals are developed, they will be brought forward.

BART construction is projected to begin in late 2009 and be complete by 2016.

Staff Position: Support

Phase 2 – January 2008 to June 2009

Recommendation #15: Evaluate the incorporation of private garages participating in the evening/weekend program to the City's Parking Guidance System (PGS).

Analysis: Private garages provide an excellent resource to address parking demand during evenings, weekends and holidays. Currently several private garages are available for public parking during evenings and weekends and additional private garages should be encouraged to stay open to address parking demand. To effectively communicate to motorists regarding available parking in the Downtown requires strategic placement of PGS signs that direct motorists to the closest available public and private parking garages.

To implement this program, private garages would have to have compatible parking equipment to allow for the real time transfer of information to the PGS signs. The equipment within the private garages would have to be programmed to communicate with the PGS signs and the associated computer equipment.

Status and Schedule: The City's PGS Phase II project is scheduled to be completed by December 2008. After staff has an opportunity to evaluate the PGS Phase II program, staff will begin meeting with private parking operators in June 2009, to gauge interest in expanding the PGS program to private facilities.

Staff Position: Support

Recommendation #16: Work with the North Core residents to improve the use of the 3rd Street Garage and improve the pedestrian connections between the garage and the residential area.

Analysis: Staff is supportive of improving the pedestrian connection between the North Core residents and 3rd Street Garage and DOT has already installed additional lighting at the pedestrian entrance on St. John Street. A monthly card reader will be installed at the pedestrian entry door on St. John Street at the 3rd Street Garage.

Staff will coordinate with the Department of Public Works regarding lighting needs along the pedestrian corridors from the North Core to the garage. In addition, staff will coordinate with PRNS regarding the master plan improvements for the St. James Park to review pedestrian access points.

Status and Schedule: DOT installed lighting at the pedestrian entrance on St. John Street to make the entrance more visible. Additional improvements may include installing a card reader at this entrance to make it more secure, with possible installation by June 2007.

Staff Position: Support

Recommendation #17: Explore the possibility of selling the 3rd Street Garage. Proceeds should be deposited in Parking Capital Development Reserve Fund for development of additional parking supply including the acquisition of the Greyhound site.

Analysis: The rationale for this recommendation is to create additional capital through the sale of the 3rd Street Garage to further develop parking in locations where it is needed or will be needed in the future. In an environment where limited capital funds exist to develop parking, using a creative approach such as the sale of an existing garage to private interests, who would be required to retain the facility as public parking, is worth exploring. However, until all the appropriate elements of the proposal have been analyzed, it is premature to speculate or conclude what might be the result of a sale. The following factors need to be considered in the analysis:

- ☐ Appraisal of the facility and the land
- ☐ Projected sale price
- ☐ Replacement cost
- ☐ Conditions that may or should be placed on the sale (e.g. validation programs, etc)
- ☐ Potential interested parties and method of competitive procurement
- ☐ Need of City to retain control of a portion of the spaces for public purposes
- ☐ Term of agreement (e.g. in perpetuity, owner can redevelop at end of useful life)

Status and Schedule: A feasibility analysis needs to be completed. In light of the volume of other recommendations and priorities in Phase 1, staff recommends performing this analysis in Phase 2, by December 2008.

Staff Position: Support.

Recommendation #18: Modify the Free Parking Program to:

- a. Eliminate the nighttime (after 6 pm each night) portion of the program;
- b. Retain the weekend daytime and holiday portion of the program;
- c. Analyze the possibility of adding the Conv Center Garage to the Downtown Parking Program;
- d. Charge a flat fee of \$2 for each vehicle entering the parking facilities after 6pm;
- e. Program 100% of increased revenues beyond \$1.5 million in net operating revenues to the Parking Capital Development Reserve Fund;
- f. Use the current revenue structure to improve parking lot and garage maintenance and security.

Analysis: In 1998, the City's Free Parking Program was created to enable Downtown businesses to better compete with suburban retail, restaurant, and entertainment venues. Significant changes have occurred since 1998 that are important to understand when considering changes to the Free Parking Program.

From a parking perspective, Downtown parking demand is shifting from an environment dominated by daytime office demands to more of an environment driven by evening restaurant and entertainment demands. This shift has created significant implications as it relates to meeting parking demand, maintaining free evening parking supply, particularly in certain Downtown districts, and in the City/SJRA's ability to issue debt to fund new parking supply.

In the short term, the focus is on managing a tighter parking supply on weekend evenings, particularly in the SoFA and San Fernando Street areas. The limited amount of free public parking in these areas results in early evening demand for limited free public spaces, resulting in two developments regarding evening and late night parking activity:

1. Free public parking spaces fill first, limiting the number of customers parking in private facilities until later in the evening after the free public facilities are full
2. Late night crowds generate significant security and maintenance problems, which have led to higher operations and maintenance costs, diminished public parking conditions, and reduced incentive for private parking facilities to stay open.

To that end, a number of private parking garages choose not to open in the evenings, causing an artificial parking supply shortage. Within the analysis section of Recommendation #2 (Page 4), staff discussed targeting the opening of private parking facilities in areas where parking is most needed. The private garages at 60 S Market and 50 W San Fernando, and the Valley Title lot, are open to the public. Garages at 55 S. Market, 95 S. Market, 160 W Santa Clara, and 10 Almaden are closed in the evening and weekends due to a lack of business caused by free public parking, and a desire to avoid the problems associated with late night parking operations including security, vandalism, and cleanliness concerns. Fortunately, the demand is heaviest in the evening in areas where private facilities are open and least in need where they are closed.

Modify Free Parking after 6 pm with \$2 Rate – By charging for public parking in the evenings, parking demand will likely begin to be more evenly distributed among public and private facilities, further encouraging private facilities that are open to remain open. It should also provide an incentive for those private facilities that do not open in the evenings to consider doing so at some point in the future. Staff supports the \$2 maximum rate with validations accepted until 10 pm.

The intent of the \$2 rate is to begin generating the revenues necessary to partner with the SJRA on parking supply development activities such as land acquisition (e.g. Greyhound), Parking Plus, and future parking facility development in a mixed use project. Staff recommends the following exceptions to make operations more practical:

1. During evening Sharks games, at the Market Street Garage, charge the \$2 rate upon entry and do not accept validation. The pay on entry operation will allow the exit gates to be raised after events to provide efficient egress from the garage. Without the pay on entry system and raising of exit gates, the garage will experience gridlock.
2. After 6 pm at the 4th and San Fernando Garage provide the first hour free. This will provide library patrons one hour free parking without concern for the administrative expense and abuse of managing a validation program.

Maintain Free Parking Weekend and Holiday Days – Parking demand during weekend days is lower than weekdays, except during major events. Maintaining daytime free parking during weekend and holiday days will continue to encourage customers to patronize Downtown businesses during less active times, without the concern of paying to park. Staff supports parking remaining free on weekends and holidays before 6 pm. The continuation of the free parking program on weekends and holidays retains a marketing tool for Downtown.

Add the Convention Center Garage to the Downtown Parking Program (\$2 rate) – The Convention Center operation currently requires a multi-million dollar annual subsidy from other City funds to cover the revenue shortfall. The Convention Center parking operation generates net revenues for the Convention Center and reduces the level of City subsidy. Staff supports including the Convention Center Garage in the Downtown parking program, from a rate standpoint, on non event days in both the Convention Center and adjoining cultural facilities. Due to the required City subsidy, and Team San Jose contractual revenue targets, the facility would not be included in the free weekend and holiday program, similar to its current operation.

The goal would be to increase overall activity in the Convention Center Garage so total revenue does not decrease, even though the non event rate is reduced. The signage and marketing enhancements, along with a lower rate would be the main elements of the plan to increase activity.

The table below presents the current and proposed rates at City/SJRA parking facilities. The proposed rate structure is recommended to begin January 1, 2008.

Garages	Current Parking Rate			Proposed Parking Rate		
	Weekday After 6 pm	Weekend Day	Weekend After 6 pm	Weekday After 6 pm	Weekend Day	Weekend After 6 pm
Market/San Pedro	free	free	free	\$2	free	\$2
3 rd Street	free	free	free	\$2	free	\$2
2 nd /San Carlos	free	free	free	\$2	free	\$2
Convention Ctr. (non-events)	\$0.50 per 20 minutes	\$1 per 20 minutes	\$0.50 per 20 minutes	\$2	\$0.50 per 20 minutes	\$2
City Hall	\$0.75 per 20 minutes	closed	closed	\$0.75 per 20 minutes	closed	closed
4 th /San Fernando	free	free	free	\$2**	free	\$2
4 th /St. John	new	new	new	free***	free	\$2***
Lots						
2 nd /San Fernando	free	free	free	\$2	free	\$2
Central Place	free	free	free	\$2	free	\$2
1 st /St. James	free	free	free	\$2	free	\$2
2 nd /St. James	free	free	free	\$2	free	\$2
280/1 st Street	free	free	free	free	free	free

* All parking facilities not listed would remain at the current rate structure.

** First hour free after 6 pm

*** The 4th/St John Employee Parking Garage would have free parking from 6 pm to 10 pm Sunday through Thursday, and charge a \$2 rate on Friday and Saturday. The garage will close to entry at 10 pm each day.

Financial and Cost Projections of the Parking Management Plan Update – The recommendations have significant financial impacts including increased revenue, enhanced operational requirements, and land acquisition. This section of the report projects the revenues and costs associated with the various elements of the PMP Update. The table below presents those projections with the latest available information and are subject to revision as new information becomes available.

REVENUE PROGRAM ELEMENTS	Additional Revenue Range*
Modified Free Parking Program (start Jan 1, 2008)	\$1,200,000
Reduced rates for new businesses and incubators	\$90,000 to \$270,000
Total	\$1,290,000 to \$1,470,000

* All projections are annualized. Do not include Redevelopment or Convention Center Parking Facilities.

COST PROGRAMS ELEMENTS	Additional Cost Range
Modified Free Parking Program staffing	\$110,000
Total	\$110,000

Status and Schedule: Amend the City's Master Parking Rate Resolution when the PMP Update is being approved by the City Council to include a \$2 maximum rate after 6 pm, with \$1 increases every other year up to a maximum of \$5. Authorize the Director of Transportation to evaluate the rates on an annual basis starting in 2009 and accelerate future rate increases planned for beyond January 2009, upon approval of the Downtown Parking Board. The projected schedule of rate adjustments is as follows:

- ☐ January 1, 2008 - \$2
- ☐ January 1, 2010 - \$3
- ☐ January 1, 2012 - \$4
- ☐ January 1, 2014 - \$5

Staff Position: Support with the following modification:

- ☐ Implement a \$2 maximum rate after 6 pm, with biennial increases of \$1 to a maximum of \$5.
- ☐ During evening Sharks games, at the Market Street Garage, charge the \$2 rate upon entry and do not accept validation.
- ☐ After 6 pm at the 4th and San Fernando Garage provide the first hour free. Stays beyond 1 hour would be subject to the \$2 maximum rate

Recommendation #19: Explore the most appropriate use of current funding levels to provide the right combination of daytime shuttle, nighttime shuttle, Downtown Free Fare LRT Zone to move people between available parking resources and their downtown destinations. Details would need to be coordinated with VTA and other downtown stakeholder groups.

Analysis: The Downtown Area Shuttle (DASH) was implemented in 1996 as a partnership between the Department of Transportation (DOT) and VTA. Its purpose was to improve access to and within downtown for employees, students, residents, and visitors, as well as relieve congestion and provide parking alternatives in the downtown core. The program operates two 20-person vans running at 10-minute headways from 6:17 am to 7:13 pm. DOT, through the Parking Fund, contributes \$200,000 yearly for DASH operation, a majority of the operating cost.

The DASH connects to the Diridon Station with the downtown core, and has undergone several route changes since its inception. The most recent change, heading east on Santa Clara rather than San Fernando. Patrons affiliated with San José State University (SJSU) appear to make up a sizeable portion of DASH riders. There is a dramatic bi-yearly fluctuation in DASH ridership, with highest rates in September-October and February-April, and extremely low numbers in December-January and June-July.

VTA operates an extensive public transit system, including Light Rail (LRT) and buses. Together they provide coverage throughout the County and City, as well as throughout the downtown core. The routes have considerable overlap with DASH, including a LRT line that goes from Diridon Station to the Downtown Transit Mall. Similarly, several bus lines overlap parts of the DASH route, such as line #64 which travels along Santa Clara and stops at the Diridon Station. VTA charges riders a flat rate of \$1.75 for trips of any duration along any section of the route, on buses as well as LRT.

Status and Schedule: VTA in conjunction with City staff, the Downtown Association, and downtown stakeholders develop a feasibility study by the end of 2008 on alternative service models. The feasibility study should address the following options:

- ☐ Continue DASH service as is (new buses encouraged to use clean energy technology)
- ☐ Alter DASH route and/or frequency to reflect areas and seasons of high or low demand
- ☐ Eliminate DASH service and institute a Downtown Free Zone (DFZ) for LRT and buses.

Prior to the final recommendation, the study would include three parts:

- 1) Conduct a cost analysis of DASH per rider per mile and LRT per rider per mile.
- 2) Conduct a survey of current DASH riders designed to assess preferences and demographics of riders. Information collected should include the following:
 - Preferences between the current DASH and a Downtown Free Zone (for LRT and/or bus service) in the immediate downtown area including the Diridon station;
 - Percentage of riders who are SJSU students, City employees, downtown business employees, visitors, and others;
 - When the various subsets of patrons are more likely to ride the shuttle;

- Where patrons trips are originated.

3) Conduct a cost-benefit analysis of implementing a DFZ for LRT and buses. Cost data must first be collected regarding total cost per rider of downtown LRT and bus travel; level of revenue to VTA for intra-downtown LRT and bus travel; potential effects on ridership outside of downtown if a DFZ were to be implemented; and willingness of Downtown business and neighborhood leaders to financially support a DFZ in lieu of DASH.

Staff Position: Support conducting feasibility study.

Phase 3 – Beyond June 2009

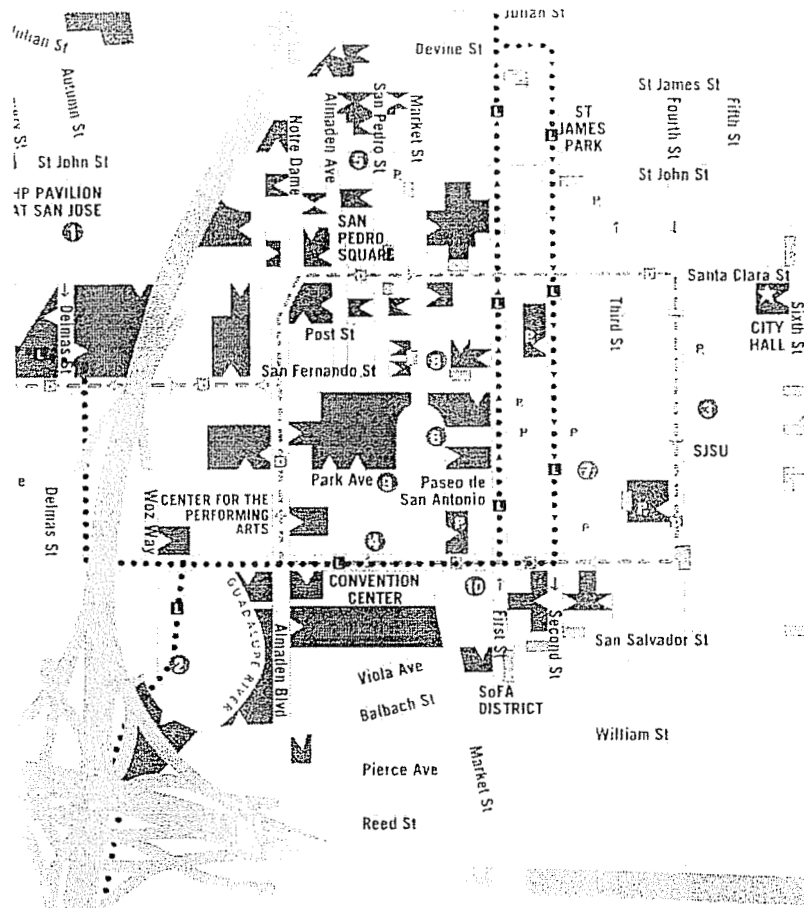
Recommendation #20: Upgrade the parking meters downtown to provide multi-space meters and meters that accept credit cards and gift cards.

Analysis: The intent of the pilot would be to introduce a different method of paying for metered parking downtown, by installing multi-space meters in areas with streetscapes typically cluttered with on-street meter poles. This new technology would provide payment options such as credit card, gift cards and paper bills. The goal of the pilot would be to increase efficiency by reducing the amount of coins for collection and raise customer satisfaction by installing a meter system that provides multiple payment options.

Status and Schedule: DOT has considered entering into a pilot agreement to bring multi-space technology to the on-street parking program, however because of other priorities we recommend implementing the pilot program in summer 2009.

Staff Position: Support with updated assessment in early 2009.

DOWNTOWN PARKING GARAGES SECURITY ASSESSMENT REPORT



PREPARED BY:

CITY OF SAN JOSÉ
DEPARTMENT OF TRANSPORTATION
SAN JOSE POLICE DEPARTMENT

April 2007

Memorandum

TO: DOWNTOWN PARKING BOARD

FROM: James R. Helmer
Robert L. Davis

SUBJECT: PARKING GARAGE SECURITY

DATE: 04-25-07

Approved

Date

The purpose of this memorandum is to transmit to the Downtown Parking Board the Parking Garage Security Assessment Report conducted by the Department of Transportation and the Police Department. The issue of parking garage security and the level of inappropriate and illegal activity has received considerable attention over the past year. The City Council established the Downtown Working Group as an advisory body to guide the revision of policies and practices in the Downtown as a way to enhance the business and entertainment environment, and mitigate the negative impacts of inappropriate behavior, particularly late at night. An important element of the environment is the current situation and condition in the City's parking garages.

The major elements of the Parking Garage Security Assessment include:

- A review of the background issues and environment that are contributing to parking garage security concerns and issues
- An evaluation of the current and alternative security and patrol resources and service models, including recommendations related to the best and most efficient mix security services
- Review of incident reports, and other reporting systems on inappropriate and illegal activity
- Benchmarking with comparable parking facilities and jurisdictions
- An assessment of each parking garage in terms of the physical and operational characteristics to determine what types of facility and operational improvements would likely produce an improved safety environment.

The major conclusions of the report include:

- Enhanced private security and public security services, including full time oversight, will provide the most cost effective security program.
- The installation of additional lighting and security devices, such as cameras and rollup gates, can create a safer and more secure environment, and assist security patrols.
- Parking policy and operational changes should be designed to support a more secure environment and reduce undesirable activities in the garages.

The report includes a number of specific recommendations in the three areas listed above; security services, lighting and security devices, and policy changes. Implementing the recommendations for security services, lighting and security devices will have a significant impact on the Parking Fund.

In light of the severity and degree of the security issues described in the report, staff feels compelled to recommend implementing most, if not all, of the measures identified in the report. The major challenge we face is providing the resources necessary to provide safe and clean facilities now, and at the same time, be in a position to meet the future parking needs of the Downtown. The policy recommendations in the report provide a way to fund current needs, improve security, and continue to set aside funds for future development. The policy recommendations (\$5 rate after 10pm) have previously been considered by the Board, but not in light of the detailed analysis of the security issues raised in the report. Staff urges the Board to either approve the policy recommendations, or find an alternate way of funding parking needs and programs.

//s//

James R. Helmer
Director of Transportation

//s//

Robert L. Davis
Police Chief

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I. BACKGROUND

The City of San Jose operates a large public parking system that includes 19 facilities and over 7,700 parking spaces, primarily in Downtown San Jose. The goal of the parking system is to provide clean, safe and convenient parking for Downtown visitors, businesses, and employees.

Personal and vehicle safety and security in City parking garages has become a serious concern of customers, Downtown businesses, the Downtown Parking Board, Downtown Working Group (DWG) and residents, as well as the City and Redevelopment Agency. Safety and security in the City's surface parking lots has not been as significant an issue.

In the garages, there are two distinct security issues:

1. Individual and small groups loitering or misbehaving, homeless occupancy and occasional thefts and vandalism, primarily during weekday business hours.
2. Unruly groups gathering during the late night hours and early morning hours on Thursday, Friday, and Saturday nights and during some Downtown special events engaging in illegal activities such as public drinking, urination, altercations, and other inappropriate activities.

It has been estimated that Downtown San Jose's concentrated entertainment and nightclub activity attracts up to 10,000 night time visitors on a typical Friday or Saturday night. Many of these patrons start arriving between 10:00pm and 11:00pm creating a heavy parking demand and noticeable negative impacts in the City's parking garages. The negative impacts include increased trash littered throughout the facilities, loitering, public drinking, urination, vandalism, and in extreme cases altercations, among other inappropriate activities. These acts and incidents detract from San Jose's goal of being the creative and cultural center of Silicon Valley.

In recent years, the parking garages have become an attraction or a venue in and of themselves. Low levels of lighting in certain areas of the garages, free parking, inadequate security staffing levels, and an inability to easily see activities because of multi-floor construction, have made them an inviting place for persons to socialize and drink. This occurs as an alternative to attending nightclubs, and too often involves drinking, public urination, destructive behavior involving car racing "side shows" and vandalism, and other criminal activity such as assaults and thefts.

During late night hours on the weekends, the Police Department staffs the downtown entertainment zone with often more than 50 officers. This number is required in order to maintain safety for the thousands of attendees of the nightclubs. The attention of the officers is critically needed on the major thoroughfares, walkways, parking lots, and around the night clubs. The added activity in the parking garages diverts police resources as it requires large teams to enter the parking garages to stop loitering and drinking, quell violence and facilitate orderly exit.

The most significant late night activities and security concerns occur in the Market Street and Third Street Garages and to a lesser extent in the Second San Carlos and Fourth Street Garages. Other than homeless intrusions, the Convention Center, City Hall and the Fourth/St. John Garages do not experience significant security issues.

The DWG, co-chaired by Councilmember Williams and Police Chief Davis, identified the concept of a 24-hour Downtown as a priority to be explored, and enhanced security is one of the key elements that must be established before that concept can be realistically pursued. The following report examines the current security concerns, resources, trends and provides recommendations to provide a safer environment in the City's Downtown parking garages.

Within the downtown core, the City manages seven parking garages. Details of the garages and hours of operations are shown in Table 1.

Table 1 – Parking Garage Facilities and Operations

Name of Garage (Location)	Spaces	Parking Operations
Market/San Pedro Garage (45 N. Market St)	1,393	Open 24/7 staff during Mon-Fri 6:00am to 11:00pm
Third Street Garage (95 N. 3 rd Street)	837	Open 24/7 staff during Mon-Fri 6:00am to 11:00pm
Fourth Street Garage (44 S. 4 th St)	750	Open 24/7 staff during Mon-Fri 6:00am to 11:00pm
Second/San Carlos Garage (280 S. 2 nd St)	544	Open 24/7 staff during Mon-Fri 6:00am to 11:00pm
Convention Center Garage (150 W. San Carlos St)	1,205	Open 24/7 with staff
Fourth/St. John Garage (50 N. 4 th St)	1,117	Employee parking Open 24/7 Public parking Mon-Fri 6:00pm to 10:00pm, Sat-Sun 6:00am to 10:00pm Closed to public daily 1:00am to 6:00am
City Hall Garage (200 E. Santa Clara St)	372	Open Mon-Fri 6:00am to 11:00pm with staff

Currently facility security and patrol is performed by three service providers as follows:

1. Silicon Valley Security & Patrol (SVSP): The City has contracted with SVSP to provide security at city garages and lots. SVSP provides both dedicated and roving patrol depending upon needs of a specific garage and time of the day. Through recently well-established patrol guidelines and reporting protocols, SVSP officers take the lead in garage security and report any suspicious activity for appropriate actions.

2. Parking and Traffic Control Officers: The Department of Transportation's Parking Compliance Unit provides citywide parking compliance services with Parking & Traffic Control Officers (PTCO). PTCO's patrol various parking facilities to provide additional surveillance, and report any suspicious or illegal activities directly to the Police Department. SVSP and CENTRAL Parking System, the parking operator. PTCO's also ensure compliance with all posted parking rules and regulations.
3. San Jose Police Department: SJPd provides occasional patrol checks during day and evening hours and an extensive interior/exterior patrol of the garages within the Downtown Entertainment Zone during Thursday, Friday and Saturday nights. The police deal with violations in the garages such as urinating, drinking alcohol, and drunk in public. In addition, detainment and arrests are made for fighting, assaults, and vandalism.

A detailed description of existing security patrols specific to individual facilities is provided in Attachment A on page 22.

Standard Operating Procedures

To improve overall facility security and patron comfort levels at downtown garages, standard operating procedures have been updated including reporting and communication protocols between the San Jose Police Department, the Parking Compliance Unit, CENTRAL Parking System and SVSP private security for each facility. A sample SOP is shown in Attachment B on page 25. Additionally, a standard Incident Report form (Attachment C on page 28) was developed for use by the Parking Compliance unit, CENTRAL parking operator staff and private security guards to consistently capture all relevant information. All incident and security reports are summarized and categorized by facility to determine issues, trends, and vulnerabilities, which are used by staff doing field reviews and patrol assessments.

Issues and Concerns

The current issues and concerns related to security and safety with city garages can be grouped into four categories:

1. Loitering and Homeless: In most garages, there are recurring loitering and homeless activities that result in inappropriate behavior that make the garages unattractive. Such acts result in trash, beer bottles, urination, odor and other inappropriate activities that need to be addressed. Currently, these matters are addressed by frequent patrol by on-site parking and security staff, roving patrol, PTCOs and SJPd officers.

2. Theft and Vandalism: A few patrons at different garages experience thefts of personal articles (such as purses, laptops, etc) and equipment from their vehicles (such as stereos, tires, rims, etc). The facilities also experience significant vandalism such as broken gate arms, mirrors, damage to signs, etc. The incidents of theft and vandalism tend to increase during the summer months, and typically reduce noticeably once security patrol is increased. Attachment D on page 29 shows details of incidents reported at various garages during a nine-month period of July 2006 through March 2007.

In order to minimize incidents of theft and vandalism occurring in the garages SVSP and PTCO patrols are redeployed, as needed, to address specific problems. Recent examples are as follows:

- In response to a surge in vehicle break-ins at the Fourth Street Garage during the fourth quarter of 2006, PTCO and SVSP patrols were redeployed as of January 1st to provide more comprehensive coverage throughout the day in locations where problems were occurring in the Garage. Since these redeployments, the frequency of vehicle break-ins at the garage has declined significantly.
- In response to the frequency of equipment incidents at the Market/San Pedro Garage, operational changes were made and security presence was increased on Thursday, Friday and Saturday nights. Over the last three months, the frequency of equipment incidents at the garage has declined significantly.

3. Criminal Activities: Incidents of criminal activity, such as alcohol and drug use, fights and sideshows, occur during the late night hours on Thursdays, Fridays and Saturdays. These activities are largely concentrated in and around parking garages and within the Downtown Entertainment Zone. SJPd makes arrests every weekend, both inside and outside of the garages. During January through March of 2007, SJPd, during their normal patrol, arrested 115 individuals in the vicinity of the Market Street and Third Street garages. It is estimated that additional 100+ arrests were made as a result of a call for service to SJPd.

4. Special Events: Crowd control and public safety become an issue of major concern during special celebrations such as Mardi Gras and Cinco de Mayo. SJPd has observed increased drug and alcohol use, under-age drinking, violent acts and other unruly behavior during such events. When SJPd deploys crowd control strategies on streets such as traffic diversions, youth drive into the garages, specifically on the roof-tops, and have engaged in illegal activity such as throwing rocks, bottles and debris on police officers and the general public. Those under 21 years of age, when refused entry to bars or night clubs, return to garages where parking is free, and continue loiter and engage in vandalism. To manage the crowds effectively during the Mardi Gras this year, DOT and SJPd closed the garages early in the evening. Similar strategies are being planned for the Cinco de Mayo event.

The incidents and events described above have been reported by the SJPd Entertainment Zone Team, DOT's staff as well as the parking and security patrol staff on a regular basis. To gain first-hand experience of the garage security issues, the Chair and Vice-chair of Downtown Parking Board toured the Entertainment Zone area with SJPd and observed these activities from 10:30pm on Friday, March 2, 2007 to 3:00am on Saturday March 3, 2007. A summary of their observations, documenting inappropriate activities, is provided in Attachment E on page 30. DOT staff made similar observations during their tours with SJPd on various other occasions.

The following table shows the number of vehicles entering the Market Street garage on Thursday, Friday and Saturday nights and is intended to provide some perspective on the level of activities at the parking garage. The figures represent the average hourly entries over four weekends in March 2007 and the peak hour represents the single highest hourly entry (Saturday night-Sunday morning).

Late Night & Early Morning Entries at the Market Street Garage Average & Peak Hour for the Month of March 2007					
Hour	Thurs/Fri Average	Fri/Sat Average	Sat/Sun Average	3 Night Average	Peak Hour
9:00-10:00pm	115	160	165	146	190
10:00-11:00pm	119	156	195	156	240
11:00pm-12:00am	187	328	456	324	562
12:00am-1:00am	177	267	361	268	411
1:00am-2:00am	69	94	126	97	190
2:00-3:00am	18	38	41	37	48
3:00-4:00am	4	15	18	14	23

Other than the sheer volume of entries shown in the table, it is interesting to note that on average, 134 vehicles enter the garage between 1:00am and 3:00am, and on the busiest night (peak hour), 238 vehicles enter between 1:00am and 3:00am. Taking into account long lines to enter night clubs, it is unlikely that these late entries will get into a club, which suggests that the garage may be there intended destination.

Customer Surveys

Quarterly customer surveys of daytime patrons are conducted at the parking garages. Customers rate a number of items including cleanliness and security. The survey is not statistically valid and the response rate is low, but the surveys offer some indication of what customers think of the facilities. Over the past year the data shows a trend of a steady decline regarding security and cleanliness in the City parking garages. On a scale of 1 to 5, with 5 being excellent the current overall average rating for cleanliness is 3.81 and for security is 3.84.

II. ASSESSMENT OF SECURITY ALTERNATIVES

Benchmarking Comparable Parking Systems and Facilities

In order to assess security challenges faced by other cities and various methods used to address the challenges, staff completed a benchmarking survey involving other public agencies and private parking operators that manage parking garages under similar conditions to San José.

DOT and Central Parking Systems (City's current vendor) identified a number of comparable public agencies and private operators that have similar late night weekend security issues (e.g., Austin and San Antonio, TX, Ft. Lauderdale, FL, Nashville, TN, San Francisco, etc.). This exercise provided useful information on security-related challenges faced by other operators, and innovative and proven strategies being employed elsewhere that can be considered for San Jose. A summary by city is shown in Attachment I on page 36. The following is a listing of the strategies the respondents employed, in order of frequency of use.

- No free public parking in garages
- Off-duty uniformed police officer patrols
- Security guard patrols
- Patrol proactively to clear garages, close and clean at specific hour (tow if necessary)
- Police and/or security patrol garages in golf carts and on foot
- Pay on entry
- Close Circuit Television (CCTV) cameras and monitors
- Raise gates
- Park police vehicles at entry points
- Guard dogs patrols

Security Enhancement Alternatives

To address the safety and security concerns in the City's parking garages, the staff explored various alternatives in the following three categories:

- A. Security Personnel and Patrol Enhancements
- B. Physical Improvements (devices that enhance safety and security)
- C. Policy Revisions (policy and operating changes that will improve safety and security)

Alternatives under each of these categories are discussed in the following section of the report.

A. Security Personnel and Patrol Enhancements

Improving security at the parking garages requires addressing routine daytime security incidents and the more serious late night incidents occurring on Thursday, Friday and Saturday.

As previously discussed, based on other cities experience, effectively dealing with the unruly groups that gather in the garages on the weekend night is commonly done by off duty police officers or highly skilled security services. Providing more security at the garages in the late evening and early morning hours will likely reduce the number of incidents and increase customer safety and satisfaction.

Although the current security service has been somewhat effective in dealing with routine security issues, there is a need to improve. With limited City staff resources and direct security experience, the amount of oversight is limited and not as effective as it needs to be. Also, there are periods during the day when there are no patrols at some of the garages. Furthermore, during the warm summer months, the frequencies of security incidents dramatically increase. To address these concerns, the following items were evaluated.

Management of Security Services

Currently the staff position managing the parking operator contract for all 19 parking facilities, also manages security for the garages. Due to the demands of the daily operations, limited time is available to devote to management of the security program. Providing full time security program management would improve security effectiveness, including responding to customers and coordination with SJPD.

Alternatives for Security Patrol Services

A detailed analysis identifies the pros and cons of each alternative and the respective costs are shown in Attachment G on page 38. Considering the advantages, disadvantages and cost of the various alternatives, using a private security patrol appears to be the most cost effective way to deal with routine security issues. Based on these findings, increases in daytime security patrols to provide continuous and/or increased coverage at the garages, should be preformed by a private security patrol.

Increased activity during the summer months

Attachment D on page 29 shows a significant increase of security incidents during the summer months. Based on this information, it seems reasonable to provide increased security patrols during these months in order to reduce the number of incidents and improve security for the customers.

B. Physical Improvements

In order to identify potential physical improvements in the garages, an inspection was conducted of each garage facility. After analyzing the data collected during these inspections, there were some common themes that emerged related to addressing security issues. These included dim lighting patterns and limited visibility in some areas, maintenance issues and the lack of security devices such as security cameras. To address these common themes, the following tool kit includes many options to address these issues.

1. **Close Circuit Television (CCTV) System Improvement at Entry/Exit Lanes**

- **Description** – CCTV system to view and record activity at entry/exit lanes of the garage by capturing the driver's image as well as the vehicle's rear license plate number. For surveillance purposes, similar systems can be installed in lobbies. This information could be used as an investigative tool to help trace back vandalism activity to those who were responsible for the act.
- **Estimated Cost** – Approximately \$1,650 for each monitor and \$2,200 for each camera.
- **Advantages** – Video evidence can be used to prosecute vandals.
- **Disadvantages** – High equipment cost, may require a 24/7 monitoring center and may involve legal issues.

2. **Additional Lighting**

- **Description** – Installation of additional lighting in identified dark areas will improve the overall visibility in the garage and deter illegal activity.
- **Estimated Cost** – Approximately \$800/fixture and on going energy usage cost.
- **Advantages** – Well lit areas improve visibility for security personnel, discourage illegal activity as well as creating a sense of safety for customers.
- **Disadvantages** – Installation cost, energy consumption and maintenance.

3. **Reflective or White Paint**

- **Description** – Painting the walls and ceiling of the garage will help reflect the existing lighting, providing some improvement to overall lighting.
- **Estimated Cost** – Approximately \$0.70/S.F.
- **Advantages** – Low cost of implementation. Improves visibility.
- **Disadvantages** – An adequate existing light source needs to be available. Can only gain a nominal illumination improvement and will only be effective if there are no barriers such as columns, walls or other physical objects. Not as effective as additional lighting.

4. **Rollup Gates to Secure Entrance/Exits and Specific Garage Levels**

- **Description** – Rollup gates at exit/entrance lanes as well as at different levels of the garages enable closing portions of garages that are under utilized or are at high risk for potential vandalism. The rolling gates could also be used to close or secure the garage during late night hours.
- **Estimated Cost** – Approximately \$40,000
- **Advantages** – Discourages loitering in the garages.
- **Disadvantages** – High capital cost.

5. **Safety Glass in Doors**

- **Description** – Adding safety glass in existing doors or replacing them with doors that have safety glass, will help improve visibility in stairwells, lobbies and other areas.
- **Estimated Cost** – Approximately \$700/door
- **Advantages** – Increases visibility in hallways, stairwells and lobbies.
- **Disadvantages** – Cost of modifying or replacing existing doors and susceptible to vandalism.

6. Convex Mirrors

- **Description** – The installation of convex mirrors will help visibility around blind corners in stairwells and hallways.
- **Estimated Cost** – Approximately \$100/mirror
- **Advantages** – Low cost. Improves feeling of safety by eliminating blind spots in enclosed areas.
- **Disadvantages** – Susceptible to frequent vandalism.

C. Policy Revisions

Over the past year, the City and the Redevelopment Agency have been working extensively with the Downtown Parking Board and the community on the Downtown Parking Management Plan (PMP) Update. The discussions with various stakeholders, downtown businesses, parking operators and the benchmarking results have provided staff with useful information on potential policy changes as described below:

1. Charging a Flat Fee after certain hour

- **Advantages** – A reasonable flat fee after a specific hour discourages those patrons who have little interest in downtown restaurants and entertainment venues, and come to downtown to loiter and engage in inappropriate activities. Additional revenues could provide necessary funds for enhanced enforcement and cleaning of parking facilities.
- **Disadvantages** – A higher fee may discourage some legitimate patrons to other venues where parking is provided at no charge.

2. Late Night Closure of Facilities

- **Advantages** – A partial closure at specific time (e.g. no entry after 12midnight or 1:00am) and a full closure by certain time (e.g. all vehicles must exit by 3:00am) prevents entry into the garage by those who are too late to enter a club and allows security to clear facilities of those patrons who loiter and engage in illegal activities after the bars and restaurants have already closed. It also allows several hours for effective cleaning before garage is opened the next day.
- **Disadvantages** – Requires capital investment for roll-up gates and other security measures.

III. ANALYSIS OF SPECIFIC GARAGES

Through many observations at garages during different times and days of the week, and after analyzing incident reports, the staff concluded that Market/San Pedro and 3rd Street garages experienced the highest number of incidents and inappropriate activity. These garages are more accessible and harder to control access and monitor activity, with numerous pedestrian entry points, stairwells, multiple vehicle entry/exits and other access options. An analysis of the security environment for each garage is provided here, in the descending order of magnitude of safety related concerns.

Market/San Pedro Garage

Facility Description and Characteristics: 6 levels, 1393 spaces, 4 stairwells, 2 elevators, Spiral up and down vehicle ramps, open 24/7 for public parking.

Surrounding Environment and Garage Security Assessment: The garage is in the heart of entertainment district, and caters to event attendees at the Arena. Its unique design with the helix spiral ramp to the upper levels creates circulation and security challenges uncommon to other garages. At the request of SJPd, the sixth level is generally closed to prevent vehicle “sideshows”. The multiple vehicular and pedestrian access points and large exposed frontages to streets poses extra security and control issues. This garage experiences the most significant amount of illegal activity such as theft, drinking, urinating, vandalism, etc.

Third Street Garage

Facility Description and Characteristics: 6 levels, 856 spaces, 3 stairwells, 3 elevators, basement with separate entrance and exit, open 24/7 for public parking.

Surrounding Environment and Garage Security Assessment: Close to bars, night clubs and St. James Park. On-going problem with loitering and homeless activities. On weekends and during certain special events, there are increased illegal activities such as public drunkenness, urinating and vandalism. The multiple vehicular and pedestrian access points and large exposed frontages to streets poses extra security and control issues.

Second/San Carlos Street Garage

Facility Description and Characteristics: 5 levels, 544 spaces, 2 stairwells, 1 elevator, open 24/7 for public parking.

Surrounding Environment and Garage Security Assessment: Near Camera 3, Camera 12 Theaters and SOFA night clubs and entertainment district. Close proximity to San Jose State University and high density residential housing. Primary concerns are vandalism to equipment and increased maintenance.

Fourth Street Garage

Facility Description and Characteristics: 7 levels, 750 spaces, 3 stairwells, 6 elevators, open-air stairwells, Banquet Center on roof, retail spaces on ground level, open 24/7 for public parking.

Surrounding Environment and Garage Security Assessment: Near City Hall, King Library, San José State University and nearby residential housing. Ongoing problem with loitering and homeless activity, specifically in winter months. Incidents of vehicle break-ins occur more frequently than at other facilities. Since the security was enhanced in January 2007, the frequency of the incidents has been reduced significantly.

A summary of the security analysis and recommendations for the 4th Street garage submitted by the RDA's consultant, OnLine Consulting Services, is shown in Attachment H on page 41.

Convention Center Garage

Facility Description and Characteristics: 2 levels, 1205 spaces, open 24/7 for public parking.

Surrounding Environment and Garage Security Assessment: The Market Street entrance of the San José Convention Center has existing rollup gates that can be activated to prevent access when necessary. On-going problem with loitering and homeless activity, especially during winter months. On weekends and during certain special events, some increased illegal activities such as public drunkenness, urinating and vandalism.

Fourth/St. John Garage

Facility Description and Characteristics: 7 levels, 1117 spaces, 2 stairwells, 4 elevators, open at 6:00pm 5:00am for public parking.

Surrounding Environment and Garage Security Assessment: North of City Hall between 4th and 5th Streets. Used by city employees. The garage is open to the public from 6:00pm to 10:00pm (exit by 1:00am). No major security issues have been reported.

City Hall Garage

Facility Description and Characteristics: 1 level, 372 spaces, closed for public parking at night.

Surrounding Environment and Garage Security Assessment: Close to San Jose State University and King Library. Rollup gates are used to prevent access when facility closes at 11:00pm daily. This garage is mostly used by general public accessing city services and employees. There have been no security concerns at this facility over the last year.

Attachment I on page 45 provides details of garage layouts and security issues pertaining to specific garages.

IV. FINDINGS

The following is a brief summary of the findings of this report:

- There is a high volume of activity in the City's parking garages, particularly on weekend nights and during special events.
- There is increased illegal and inappropriate behavior occurring in the Downtown and in and around City parking garages on Thursday, Friday and Saturday nights and during some special events.
- Groups gather in the City parking garages on Thursday, Friday and Saturday nights to socialize and drink alcohol. This appears to lead to acts of vandalism and public urination in the parking garages.
- Due to their authority, training and experience, police enforcement is the most effective way to deal with the late night weekend criminal and undesirable behaviors occurring in the Downtown and in and around the City's parking garages.
- Private security patrols are effective at deterring and responding to isolated acts of vandalism and petty theft in the parking garages.
- An effective security program requires full time analysis and management to stay abreast of problems and trends, insure effective deployment of staff, and be in a position to respond to issues in a timely manner.
- Increasing security presence can reduce the occurrence of undesirable behavior in parking garages.
- Improving visibility and lighting and the placement of video cameras can both deter undesirable behavior and facilitate a quicker response to incidents occurring in the garages.
- Charging a fee for late night parking has been a successful deterrent to late night undesirable behaviors in parking garages in other cities.
- Closing to entry at a specified hour, followed by full closure of the parking facilities has reduced undesirable behavior in parking garages in other cities and provides opportunity to clean the facilities.

V. RECOMMENDATIONS

To enhance overall security in the City's parking facilities, staff recommends the following security and patrol enhancements, physical improvements and parking policy revisions.

Security and Patrol Enhancements

- 1) Hire a Security Services Supervisor to oversee the overall security program for all city operated parking facilities. The supervisor would work a split shift: a day shift on Tuesday and Wednesday, and a modified swing shift on Thursday, Friday and Saturday (6:30pm to 3:00am) to address the late evening security issues. The supervisor would be responsible for directing deployment of private security patrols, oversight during the most problematic time frames as well as review and analysis of all security incident reports. As a member of DOT's staff and working with the private security vendor and SJPd, the Security Supervisor will be responsible for recommending necessary changes to the security and patrol services to ensure that illegal and inappropriate activities are addressed in the most effective manner.
- 2) Provide increased security patrol on Friday and Saturday nights from 10:00pm to 3:00am, to address unruly groups and other inappropriate behaviors at the Market Street, Third Street and Second/ San Carlos garages. This can be achieved through increased deployment of SJPd officers, or highly skilled private security staff. Park security patrol vehicles at the garage entry areas. Staff will evaluate various options and maintain effective deployment to provide the highest benefit.
- 3) Continue to contract with private security, currently Silicon Valley Security & Patrol, Inc. Add a Monday through Saturday roving patrol from 9:00am to 6:00pm to provide day time security at garages currently not patrolled during this time.
- 4) Provide additional private security patrol during the months of June, July, August and September, and during large Downtown events (when a higher number of incidents are experienced).

Summary of Security and Patrol Enhancements			
No.	Recommendation	Hours	Annual Cost
1	One Security Services Supervisor – manages all security issues, schedules, incidents and coordination with SJPd	2080	\$80,000
2	Increased security patrol, from 10:00 pm to 3:00am, Friday and Saturday nights.	-	\$150,000
3	One roving patrol 9:00am to 6:00pm Monday thorough Saturday	2808	\$50,000
4	Private security patrols (June through Sept. and Special Events)	1260	\$25,000
	Citywide overhead for Personnel		\$40,000
Total	All Recommendations		\$345,000

Physical Improvements

To increase visibility, deter undesirable behavior and facilitate a quick response to incidents occurring in the garages, the following physical improvements are proposed:

- 1) Install roll-up gates at both entries and exits to help facilitate garage closures at certain hours. This will help clear the garages, minimize security issues and allow for efficient cleaning.
- 2) Install video cameras at all entry/exit lanes to monitor the garages.
- 3) Install additional lighting, convex mirrors and doors with see-through windows as necessary for specific garages.

These improvements should be implemented, primarily, in the following three phases:

Phase I Market/San Pedro Garage
Phase II Third Street Garage
Phase III Second/San Carlos and Fourth Street garages

The following table lists proposed security improvements and estimated cost by garage.

Proposed Physical Improvements	Total
Motorized Rollup Gate	\$40,000
CCTV	\$3,850
Door with Safety Glass	\$700
Additional Light	\$800
Painting (detailed to be finalized)	\$0.70/SF

Market/San Pedro Garage	Quantity	Estimate
Rollup gates at the at exits/entrances	4	\$160,000
Doors with safety glass at the roof level	4	\$2,800
CCTV system at exit	12	\$46,200
Total		\$209,000

Third Street Garage	Quantity	Estimate
Install new and repair existing rollup gates at exits/entrances	3	\$120,000
Additional Lighting	64	\$51,200
CCTV system at exits	8	\$30,800
Total		\$202,000

Second/San Carlos Street Garage	Quantity	Estimate
Rollup gates at the at exits/entrances	2	\$80,000
CCTV system at exit	6	\$23,100
Additional Lighting	24	\$19,200
Total		\$122,300

Convention Center Garage	Quantity	Estimate
Doors with Safety Glass	20	\$14,000
Total		\$14,000

Fourth Street Garage	Quantity	Estimate
Rollup Gate at the roof level	1	\$40,000
Doors with Safety Glass	17	\$11,900
CCTV system at exit	4	\$15,400
Additional Lighting	1	\$800
Painting (area to be painted TBD)	\$0.25/SF	\$0.45/SF
Total (does not include painting)		\$68,100

Grand Total (painting is not included)	\$615,400
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Policy Revisions

The following policy recommendations are designed to reduce the occurrence of undesirable behavior in the garages by reducing the number of individuals whose destination is solely the garage, as opposed to the clubs, and to clear out the garages after the clubs have closed.

- 1) *Close the entry to the garages at 1:00am on Fridays and Saturdays. Close the garages fully at 3:30am on Fridays and Saturdays.* In addition to reducing security issues, this change will allow for improved cleaning of facilities, before the customers arrive the next morning.
- 2) *Charge a \$5 flat fee after 10:00pm on Thursday, Friday, and Saturday effective 07/01/2007 (Market Street, 3rd Street, 2nd/San Carlos, and Fourth Street garages only)*
The purpose behind this recommendation is to reduce the amount of loitering and illegal activity in city garages. Staff recognizes that this recommendation will not fully eliminate all the undesirable activity, but even a 10% to 20% reduction would add to the feeling of safety by other customers, and reduce the amount of cleaning and maintenance related to the inappropriate activity.

Staff also recognizes that the Downtown Parking Board previously took action on this item and did not support its approval. Staff has since responded to questions from the City Council Public Safety, Finance, and Strategic Support Committee related to the problems being experienced late night in parking garages. The Committee focused on what actions and alternatives existed to deal with the problem, and asked staff to relay their concerns back to the Downtown Parking Board. Staff's perspective is that the \$5 flat rate after 10pm would be the most effective alternative to both deter inappropriate activity, and provide the necessary resources to enhance security and maintenance. If approved, this change would generate \$550,000 in additional revenue annually.

An alternative for the Downtown Parking Board to consider would be to utilize the projected revenue associated with the \$2 maximum rate planned for implementation January 1, 2008. The concern with this recommendation is that no rate would be charged during the busy summer months of 2007 allowing unimpeded access to the garages and would leave reduced amount of revenue for future capital development. A second alternative would be to begin charging the \$2 rate after 6pm effective July 1, 2007, or charge a \$2 rate after 10pm effective July 1, 2007. Each of these alternatives would place at least deterrent on loitering, while generating revenues to fund enhanced security and maintenance.

VI. CONCLUSION

Over the last six months, the staff from DOT, SJPD and RDA have worked together to identify security related issues at parking facilities and explored various alternatives to address them successfully. The staff has extensively worked with the contracted security vendor and city's parking facility operators to inspect the garages, identify issues and develop recommendations. The staff has also joined SJPD's downtown Entertainment Zone Team experience "first hand" the various challenges with late night activities that has helped them understand the issues and assess them accordingly.

Recent changes in security deployment and increased DOT oversight at the 4th Street Garage have significantly reduced vandalism, theft and other illegal activities. Staff expects that implementing the security patrol, equipment upgrades and policy recommendations identified in this report will result in similar positive change at other facilities as well. The current level of oversight from DOT staff, although very effective, can not be sustained due to many other high priority projects. It is critical that the Security Services Supervisor position be approved and filled in a timely manner to ensure effective management and oversight of continued security patrol and implementation of the improvements discussed here.

The staff recommends that the security patrol enhancement estimated at \$345,000 per year be implemented effective July 1, 2007. Staff also recommends investing approximately \$600,000 in physical improvements over the next three fiscal years. These recommendations will result in a fiscal impact of \$545,000 annually for the next three years.

ATTACHMENT A

CURRENT SECURITY PATROLS

Market/San Pedro Garage

SVSP: One roving guard who patrols 4 other garages.
Sunday through Thursday - 6:00pm to 2:00am and
Monday through Friday - 5:00am to 9:00am
Friday and Saturday - 9:00pm to 3:00am - 2 guards.

PTCO: 8:00am to 5:00pm - 1 FTE, 2 passes all levels
6:00pm to 11:00pm - 1 FTE, 2 passes all levels
11:00pm to 8:00am - 1 FTE, passes every two hours all levels.

SJPD: Patrolled as requested. Foot patrols facilitate emptying of the garage between 2am and 3am.

Third Street Garage

SVSP: One roving guard who patrols 4 other garages.
Sunday through Thursday - 6:00pm to 2:00am and
Monday through Friday - 5:00am to 9:00am
Friday and Saturday - 9:00pm to 3:00am - 1 guard.

PTCO: 8:00am to 5:00pm - 1 FTE, 2 passes all levels
6:00pm to 11:00pm - 1 FTE, 2 passes all levels
11:00pm to 8:00am - 1 FTE, passes every two hours all levels.

SJPD: Patrolled as requested. Foot patrols facilitate emptying of the garage between 2am and 3am.

Second/San Carlos Garage

SVSP: One roving guard who patrols 4 other garages.
Sunday through Thursday - 6:00pm to 2:00am and
Monday through Friday - 5:00am to 9:00am
Friday and Saturday - 9:00pm to 3:00am - 2 guards.

PTCO: 8:00am to 5:00pm - 1 FTE, 2 passes all levels
6:00pm to 11:00pm - 1 FTE, 2 passes all levels
11:00pm to 8:00am - 1 FTE, passes every two hours all levels.

SJPD: Patrolled as requested.

ATTACHMENT A

CURRENT SECURITY PATROLS

Fourth Street Garage

SVSP: All seven days:
6:00am to 11:30am - 1 guard
11:30am to 5:30pm - 2 guards
5:30pm to 12:00am - 1 guard

PTCO: 8:00am to 5:00pm - 1 FTE, 2 passes all levels
6:00pm to 11:00pm - 1 FTE, 2 passes all levels
11:00pm to 8:00am - 1 FTE, passes every two hours all levels.

SJPD: Patrolled as requested. Additional daily patrol checks by beat officers and sergeants.

Convention Center Garage

SVSP: Patrols two areas in the garage – breeze way into the Arcade and the stairwell area leading into the garage off Viola Street. Sunday through Saturday between 1:00am to 2:00am and 5:00am and 6:00am 1 roving guard who patrols 4 other garages. Remainder of garage the patrolled Team San Jose Convention Center Security Officers.

PTCO: Patrolled by Team San Jose Convention Center Security Officers.

SJPD: Patrol as requested.

Fourth/St. John Garage

SVSP: One roving guard who patrols 4 other garages.
Sunday through Thursday - 6:00pm to 2:00am and
Monday through Friday - 5:00am to 9:00am

PTCO: Patrol is limited to enforcement of Disabled Spaces only. Patrol activities will increase when signage for parking rules and regulations is posted.

SJPD: Beat patrol checks periodically and additional patrol is provided as necessary.

ATTACHMENT A

CURRENT SECURITY PATROLS

City Hall Garage
City Hall Security Officers provide security.
PTCO/SJPD: Patrol as requested - to supplement the coverage primarily provided by City Hall Security Officers.

Downtown Entertainment Zone
During the late night hours on weekends, the SJPD staffs the Downtown Entertainment Zone with often more than 50 officers. The officers patrol major thoroughfares, walkways, parking lots, and area around the night clubs.
During the late summer months of 2006, six officers were employed on an overtime basis to patrol the parking garages. SJPD recommends a minimum of six officers and a supervisor to provide reasonable effectiveness as well as safety.

ATTACHMENT B

STANDARD OPERATING PROCEDURES

Purpose

To provide guidance and direction for a team approach (Silicon Valley Security Patrol (SVSP), Central Parking System and DOT staff) to enhance the overall security and patron comfort levels for the 4th Street parking facility.

Results to Be Achieved

- Increase visibility of security and parking operator staff throughout the parking facility.
- Reduce and/or eliminate frequency of vehicle break-ins and other incidents.
- Keep possible perpetrators off-balance by minimizing predictability of patrolling patterns.
- Effectively address the perception of facility safety.
- Establish security standards for all parking facilities.

Reporting Protocol

- Observed PERSONAL ASSAULT activity:
 - SVSP → SJPD 911 and Case # → CENTRAL PARKING SYSTEM → DOT
 - CENTRAL PARKING SYSTEM → SJPD 911 and Case # → DOT
 - PTCO → SJPD 911 and Case # → DOT
- Observed PROPERTY-RELATED suspicious activity:
 - SVSP → SJPD 0N-LINE for CASE # → CENTRAL PARKING SYSTEM → DOT
 - CENTRAL PARKING SYSTEM → SJPD 0N-LINE for CASE # → DOT
 - PTCO → SJPD 0N-LINE for CASE # → DOT

Observation Directions

Look between vehicles, in corners and along overhead pipes. Look for items such as:

- Open car doors/windows
- Broken glass/head and tail light debris
- Packages, bundles or other unusual items between cars and in the stairwells
- Individuals wandering about the facility or looking into vehicles
- Groups of individuals malingering or horse playing
- Damage/graffiti to the facility

Watch what individuals are carrying. The obvious clues would be tools, pipes, rocks, etc. Less obvious would be gym bags, shopping bags or tote bags. Note items that are out of the ordinary or suspicious, they should be written in your patrol logs/DARs. The Incident Report form is used to provide details regarding activity to be passed on to the City, Parking Manager and Security Team members.

ATTACHMENT B

STANDARD OPERATING PROCEDURES

Joint Patrolling Patterns/Coverage

- **SVSP Security Officer (SO)**
 - Prior to each patrolling cycle, SO will contact CENTRAL PARKING SYSTEM staff to coordinate patrolling responsibilities and to exchange pertinent information.
 - 6:00am - 11:30am: 1 SO Foot patrol on the ½ hour as follows:
 - @ top of ramp visible from both entry lanes
 - Elevator lobby areas and interior stairwells. Levels 1 & 2, continuing to where vehicles are parked.
 - 11:30am – 5:30pm: 2 SOs
 - SO 1: Foot patrol on Level 1-3 on the ½ hour, including interior stairwells and elevator lobby areas
 - SO 2: Foot patrol on Level 4, continuing to where vehicles are parked on the ½ hour, including interior stairwells and elevator lobby areas
 - 5:30pm-12:00am (Midnight): 1 SO
 - Foot patrol on all levels where vehicles are parked on the ½ hour, including interior stairwells and elevator lobby areas
 - 1:00am – 6:00am: 1 Roving SO
 - Vehicle patrol, all levels
 - Foot patrol on the ½ hour of interior stairwells, especially Level 7
 - Document all suspicious or illegal activity on the city's Incident Report form
 - Record damaged property, potential safety hazards and maintenance issues on Tour of Duty form.
- **CENTRAL PARKING SYSTEM Attendant/Maintenance/Facility Manager**
 - Prior to each patrolling cycle, CENTRAL PARKING SYSTEM staff will contact SVSP officer to coordinate patrolling responsibilities and to exchange pertinent information.
 - Facility Manager will randomly walk through all levels where vehicles parked after 10:00am on the hour
 - Attendant will forward incoming calls to cell phone, walk through the facility and assist patrons at POF stations.
 - Maintenance staff will keep an eye on unusual activity while on duty between 6:00am to 2:00pms.
 - Document all suspicious or illegal activity on the city's Incident Report form
 - Record damaged property, potential safety hazards and maintenance issues on daily event journal.
- **DOT Parking Compliance Unit**
 - Prior to each patrolling cycle, contact SVSP officer to coordinate patrolling responsibilities and to exchange pertinent information.
 - Patrol facility with light bars flashing on all levels once every hour during defined prime time activity hours, i.e., 7:00am-9:00am, 11:30am-1:30pm and 4:30pm-6:30pm.
 - Patrol facility with light bars flashing on all levels once every two hours during non-prime time activity hours.
 - Document all suspicious or illegal activity on the city's Incident Report form.

ATTACHMENT B

STANDARD OPERATING PROCEDURES

- Record damaged property, potential safety hazards and maintenance issues on Daily Activity Record (DAR).

Documentation

Goal: To standardize data collection, identify trends, provide relevant and comprehensive details.

- **Standards**
 - Time based on 24-hour or military time
 - Print vs. cursive writing
 - All fields on form to be filled in, e.g., N/A if nothing to report
- **Report Forms**
 - SVSP Tour of Duty Log (currently in use)
 - Vandalism Matrix (new format that is a summary of vehicle break ins, suspicious activity, etc. to determine patterns/trends, e.g., Hondas main target of stolen stereo equipment)
 - DOT Parking Compliance Unit Daily Activity Record (currently in use)
 - Incident Report Form (new format to standardize reporting of “unusual activity” in detail)
 - Used by SVSP, CENTRAL PARKING SYSTEM and city staff to consistently document unusual activity in detail in a timely and comprehensive manner
 - Documentation will complement SJPd reports

Written Reporting Requirements

- **SVSP forward to CENTRAL PARKING SYSTEM Daily within 24 hours of end of shift**
 - Completed Incident Reports, including relevant SJPd Case #
 - Relevant Tour of Duty Logs and DARs
 - CENTRAL PARKING SYSTEM forward to SVSP, Parking Compliance and DOT Daily within 24 hours of end of shift
 - Summarize data from SVSP on Vandalism Matrix, including SJPd Case #
 - Scan and send via email all relevant SVSP Tour of Duty Logs
- **Parking Compliance Unit forward to SVSP, CENTRAL PARKING SYSTEM and DOT Daily within 24 hours of end of shift**
 - Summarize data from PTCO patrol on Vandalism Matrix, including SJPd Case #
 - Scan and send via email all relevant DARs and city’s incident reports

ATTACHMENT C

PARKING FACILITY INCIDENT REPORT

TYPE OF INCIDENT _____ OFFICER/EMPLOYEE _____

DATE OF INCIDENT _____ TIME OF INCIDENT _____

LOCATION _____

SJPD contacted ____ YES ____ NO If YES, Case # _____

VICTIM: (if known)

Name _____ Phone# _____

Address: _____

VEHICLE: License # _____ State ____ Make _____ Model _____ Color _____

SUBJECT 1:

Gender: ☐ Male ☐ Female Approximate Age _____ Height _____ Weight _____

Ethnicity: ☐ Caucasian ☐ Asian ☐ Hispanic ☐ African-American ☐ Unknown

Hair Color _____

Clothing: _____

SUBJECT 2:

Gender: ☐ Male ☐ Female Approximate: Age _____ Height _____ Weight _____

Ethnicity: ☐ Caucasian ☐ Asian ☐ Hispanic ☐ African-American ☐ Unknown

Hair Color _____

Clothing: _____

SUBJECT VEHICLE:

License # _____ State ____ Make _____ Model _____ Color _____

Detailed description of the incident:

Signature: _____ Badge/ID #: _____ Date: _____

ATTACHMENT D

9-MONTH GARAGE INCIDENT TREND ANALYSIS (JULY 2006 THROUGH MARCH 2007)

	Fourth St				Third St.				Market/San Pedro				Second/San Carlos				Monthly Totals			
	Equipment		Vehicle		Equipment		Vehicle		Equipment		Vehicle		Equipment		Vehicle		Equipment		Vehicle	
	D	E	D	E	D	E	D	E	D	E	D	E	D	E	D	E	D	E	D	E
3rd Quarter 2006																				
July	3	5	0	1	10	5	0	2	15	16	0	3	5	1	0	0	33	27	0	6
August	3	0	1	2	6	2	0	1	23	11	0	0	8	1	0	0	40	14	1	3
September	4	5	0	2	3	6	0	0	11	19	0	0	0	3	0	0	18	33	0	2
4th Quarter 2006																				
October	0	2	0	4	0	1	0	0	4	5	0	0	0	2	0	3	4	10	0	7
November	0	1	1	1	3	0	0	0	3	6	0	0	2	0	0	0	8	7	1	1
December	1	0	4	3	1	3	0	0	1	4	0	0	1	0	1	0	4	7	5	3
1st Quarter 2007																				
January	3	2	1	0	0	2	2	0	1	1	0	0	0	1	0	0	4	6	3	0
February	6	0	0	1	2	1	0	0	1	0	0	0	0	0	1	0	9	1	1	1
March	5	0	1	0	2	1	0	0	2	1	0	0	1	0	0	0	10	2	1	0
Total	25	15	8	14	27	21	2	3	61	63	0	3	17	8	2	3	130	107	12	23

Abbreviations: D = Day, E = Evening

Day Hours: 7:00am to 7:00pm

Evening Hours: 7:00pm to 7:00am

Equipment incidents include damage caused to equipment such as gate arms, pay stations, fire hoses and graffiti, etc.

Vehicle incidents include vandalism, break-ins, theft, etc.

ATTACHMENT E

Police Ride-Along – Late Night Activity in Downtown San Jose Parking Garages

As Taken from Our Notes: Janis Gemignani and Elizabeth Monley
(Chair and Vice-Chair of the Downtown Parking Board)

Friday, March 2, 2007

On March 2 at 10:30 p.m. we meet San Jose Police Sergeant Brian Kneis outside the Martin Luther King Library. We have been invited by Chief Rob Davis to view the downtown San Jose nightclub scene as it relates to parking in the core garages and lots.

As we drive around the core area, Sergeant Kneis describes the scene as the police observe it: The club-goers start arriving about 10:30 in the winter months. Many of them come from areas other than San Jose, and he says a good number of them are under age 21. Sergeant Kneis explains that he is the Supervising Sergeant for downtown late night operations, and he has a small unit of about 7 men who are plain-clothes police officers. He points a couple of them out as we drive. We agree – they look like regular guys in street clothes. These officers arrive about the time the late night activity starts: 10:30 in the winter and about 9:00 in the warmer months. They patrol garages, club interiors, club exteriors; in fact, they go wherever they think they might be needed and more or less at their discretion. All of these officers appear to be in their 30's. Sergeant Kneis tells us the number of officers will increase to about 50 uniformed officers around 12:30 a.m. On this night, these 7 officers are on foot, and the current strategy is to have most of the late night officers on foot as well, which is quite different than the previous tactic of lining up police cars in the street. According to Sergeant Kneis, there are 33 clubs within a ½ mile area, and the parking demand can create some serious issues for the huge number of patrons.

As we drive along, Sergeant Kneis points to a club in the SoFA District, Club Raw, that caters to patrons 18 and under. There are no alcoholic beverages served at this club. We observe the security personnel at this club seriously checking IDs and patrons' hand bags and pockets for alcoholic beverages.

Sergeant Kneis explains to us that there are a large number of minors who want to affect the behavior of older club-goers. They cannot get into clubs, however, so they tend to hang out in the garages and drink. Club Raw is only one club where minors can go and dance, and it seems to be working out well. There is not a lot of violence, and undercover cops go inside to make sure no over-age patrons are allowed to mess with the minors.

Violent crime seems to be diminishing, says Sergeant Kneis, especially in the Third Street Garage. Over the last six months, with input from the police, the City has made the following changes:

1. Lighting has been added and kept on in the Market Street Garage and the Third Street Garage. When the garages were allowed to remain dark there was a significant amount of bad behavior involving drinking (some under-age) and violence including assault.
2. The sixth floor of the Market Street Garage is closed at night now because it became popular to drive to the top and engage in "side-shows" and "drifting." Sergeant Kneis is convinced it was only a matter of time before a car would have gone over the edge.

ATTACHMENT E

Police Ride-Along – Late Night Activity in Downtown San Jose Parking Garages

3. The police are becoming serious about making arrests. Minors are taken to the Police Department, and their parents are called to drive in to pick them up – a long drive for some of them as many come from the East Bay. Assaults and illegal behaviors are not tolerated, and the perpetrators are arrested. Sergeant Kneis says the word seems to be getting around.

The Market Street Garage

Our first stop of the evening is the Market Street Garage. Sergeant Kneis pulls into the garage off San Pedro Street at 10:40 and patrols the first floor. The garage is well-lit and clean. The following is a chronology of our visit:

At 10:45, on the first floor, we come across a group of four men who have been stopped by several plain-clothes male officers. They have been drinking Hennessy Cognac from several bottles and are being cited \$150 each for drinking in public.

At 11:05, on the third floor of the garage, we see some of the same plain-clothes officers detaining 11 young men who have been sharing bottles of Hennessy. We are told that half of the men are under 21, and most of the group is from the East Bay.

At 11:15 we drive up to the fifth floor – it is almost empty. The ramp to the sixth floor has been chained closed. The lighting has been consistently good across all floors. Sergeant Kneis says the night is still young, and this floor, like the others, will likely fill by 12:30 or 1:00 a.m.

At 11:20 we come across four plain clothes officers who are detaining a hand-cuffed young man. He is with a friend who is allowed to remain in his car. We are told the hand-cuffed young man has an outstanding warrant for his arrest. Whatever his alleged crime was, it is a no-bail situation, and he tells his friend he will be “in” all weekend. The officers take a small bottle of Hennessy from him. They are also searching his trunk.

Two security guards drive by in a pick-up truck at this point. Sergeant Kneis says their presence is helpful. We ask if they are allowed to carry weapons, and we are told they are not. Based on our short observation, garage security guards appear to have a potentially dangerous position.

Market Street Garage (cont):

At 11:35 we hear a call that there is activity on the third floor. We arrive to find three young men being detained, again by some of the plain-clothes officers. There are A&W Root Beer bottles standing on the roof of the car. Sergeant Kneis says these men have been making mixed drinks.

The complaint that many of these people who drink in the garages have is that they cannot afford to get intoxicated in the clubs where the cover is \$10 and then drinks are \$8 to \$10 apiece.

At 11:45 a call comes in that a woman is urinating on the fourth floor. We ride up but she has apparently already left the scene.

ATTACHMENT E

Police Ride-Along – Late Night Activity in Downtown San Jose Parking Garages

We drive down to the ground floor where we meet Sergeant Kneis's superior, Captain Graham, who tells us that it is typical that 10 people are arrested from both the Market Street Garage and the Third Street Garage around 2:00 a.m. each night of the weekend. Urinating in the garages is a regular event, and to use their phrase, it can "flow like a waterfall" down the stairwells. It can "pool" in the elevators. Both Sergeants Kneis and Captain Graham note this Friday is so far shaping up to be a quiet night.

We ask both officers what they think would reduce the illegal usage of the garage after hours. Both believe that charging something would help reduce the attraction to the garages. They both agree the lighting is helping immensely to cut down the crime and bad behavior.

Taste Night Club

At 12:15 Sergeant Kneis suggests we visit Taste, a nightclub at the corner of Saint John and San Pedro Streets. He changes his clothing from the warm jacket that reads POLICE across the back to a Hawaiian style black shirt with a palm tree print. He and four plain-clothes officers lead us through the large outdoor crowd who are lined up to enter. The patrons appear to be in their 20's for the most part. They seem to be enjoying themselves, both outside and inside the club. There are two dance rooms in the club, each of which is playing a different type of music – both with dance beats. The club feels very crowded but Sergeant Kneis says it is operating at about 2/3 legal capacity. We feel that if there was an emergency, many people would have difficulty getting out. On a busier night, the officers say, we would not be able to move through the crowds as we are now doing.

Deployment of Police Officers

At 12:30 we drive to the Court House Parking Lot where a large number of patrol cars are already parked. We count 18 cars upon our arrival. Each of the officers arrives at the lot at 12:30 to receive their orders for the remainder of the evening. For the next 15 minutes, as cars arrive with typically one officer apiece, they are given their orders to go with another officer, seemingly in two-person teams, to various locations within the downtown core. These officers work the swing shift (3:00pm to 12:00am) with two hours overtime in order to meet the numbers needed to oversee the closing of the 33 clubs and the exodus of the patrons.

For the next hour we ride along Santa Clara Street which seems to be clear of cruisers, something we have not seen in a long time. Sergeant Kneis explains that the police have been allowed to place barricades at key intersections, forcing turns. This simple inconvenience has removed the cruising problem on Santa Clara Street.

As we drive we ask how it came to be that 33 clubs could operate in such a small area. Sergeant Kneis describes the types of licenses that are available for entertainment businesses: A Type 47 license allows liquor but must also serve food. Many of these nightclubs operate under a Type 47 and serve meals at lunch and dinner. It is a much easier type of license to obtain than a Type 48, the bar license, which is more restrictive, and they are more closely monitored. For enforcement of

ATTACHMENT E

Police Ride-Along – Late Night Activity in Downtown San Jose Parking Garages

laws against minors on premises in a Type 47 club, there is very little basis for prosecution. Sergeant Kneis notes that the police are making complaints against clubs to Alcoholic Beverage Control and Code Enforcement, but the complaints seem to fall on deaf ears.

The cars that were deployed from the Court House Parking Lot are now conspicuously parked in the middle and along both sides of the roads. Sergeant Kneis stops to ask one team to move their cars out of the middle of Santa Clara Street. Officers are standing in groups on the sidewalks observing club-goers leave.

Alleged Assault

At 1:30 a call comes over the radio that “inappropriate touching” of a patron by a club security guard has taken place at a club we prefer not to name. We arrive at the scene at about 1:50 as an arrest is underway. The female victim is alleging an attempted rape. Two police cars are parked in the middle of the street in front of the bar and another is parked next to the bar. Sergeant Kneis says the security guard will be taken to the police station for questioning and processing of DNA samples. He will be required to stay in the company of an officer at all times now so that evidence cannot be destroyed.

At 1:50 a call comes in that a wagon is needed outside Tres Gringos because someone is trying to pick a fight.

Fountain Alley Lot

We continue doing rounds of the district and pause at the Fountain Alley Lot to observe the pay method: At most of the flat-rate lots users pay as they enter. At this lot, the operator has chosen to take payment upon exit. Sergeant Kneis says this form of pay has resulted in many problems: Intoxicated patrons discover they have no money left to pay the attendant, intoxicated patrons become belligerent at the slow progress of the line when problems occur in front of them, and the like. There are 8 cars lined up to exit the parking lot as we drive by.

Third Street Garage

We ask to see the Third Street Garage because it is nearly closing time. As we are on our way a call comes in at 2:00 a.m. that a fight has broken out behind The Vault. Within 30 seconds a follow-up call comes in stating the fight has been broken up.

At 2:10 there are a few people under arrest outside the Third Street Garage. We enter the garage and drive through the floors. There is virtually no activity in the garage at all. Sergeant Kneis remarks that this is quite unusual and that perhaps the cold weather has contributed to the reduction in number of visitors.

ATTACHMENT E

Police Ride-Along – Late Night Activity in Downtown San Jose Parking Garages

We drive out of the garage and head back to San Pedro Square. There is a transport vehicle waiting outside the Market Street Garage for a number of people to be brought downstairs by other officers so we continue on.

Sergeant Kneis tells us that a major problem occurs from time to time at the surface lot across from the Market Street Garage: This is a pay upon entry lot, and transients have been posing as parking attendants taking the pay upon entry. The patron is not given a ticket by the “attendant,” and this “attendant” has pocketed the money. A towing company later drives through the lot, finds the cars without tickets, and tows them off. The fee to retrieve the car is quite high.

End of the Ride

By 2:30 a.m. there is almost no one remaining downtown but police. Very few citizens are walking or driving. At 2:40 no one is on First Street in the SoFA District. The Valley Title Lot is empty. It is striking well-lit as compared to the recent past.

We drive by Jack in the Box and La Victoria and observe many club goers eating inside or grabbing food to go.

Sergeant Kneis says again this has been a very quiet night. An estimated 12 people have been arrested for various reasons tonight. On a scale of 1 to 10, this was a 1. We wonder what a 5 looks like.

We both thank Sergeant Kneis for sharing his evening with us.

At 2:55 Sergeant Kneis drives Elizabeth back to her car in the Fourth Street Garage. He says this garage gets very little late night use. As we drive to the second floor we observe an almost empty bottle of Hennessy in the middle of the deserted floor. Elizabeth drives Janis to her home at 3:05. By 3:10 there are no civilians or police in the downtown – they have all disappeared within the last 10 minutes.

Some Thoughts

1. At all times, every police officer we encountered was well-spoken and professional. We did not see any roughing up of detainees or abusive language directed at them. In fact, those who we saw being detained or even arrested behaved quietly and politely and appeared to be patient with the process. This was true in the garages and on the streets.
2. In consideration of Sergeant Kneis’s desire to see a lower patrol car profile on the streets and more officers on foot, we hope he is successful, but to date the cars are still very present as patrons begin to leave the clubs. The perception of force was there, but judging from our experience on Friday night, it may not have been necessary with the large number of officers in groups on foot.

ATTACHMENT E

Police Ride-Along – Late Night Activity in Downtown San Jose Parking Garages

3. The group of plain-clothes officers, when asked their opinion of what would reduce the improper use of the garages during the club hours, said that charging something would help. However (and this is our observation), each car seems to carry at least two and as many as four people. The \$5.00 suggested charge suggested as part of our Parking Management Plan Update divided by 4 is \$1.25 a person – hardly a deterrent (in our opinion) when the club cover charge is \$10 and drinks are \$8 to \$10. We should give this more serious thought – if a deterrent is sought, perhaps an hourly charge of \$5.00 starting at 10:00 p.m. on Friday and Saturday (and accepting validations) is more likely to achieve the desired result.
4. The police officers all stated that the main illegal activity takes place in the Market Street and the Third Street Garages. When asked if targeting these two garages with entrance fees might shift the problem elsewhere, their opinion was that it was unlikely, as the patrons prefer to have parking convenient to the clubs.
5. Considering we saw urine, vomit, discarded bottles and other rubbish, in significant quantities in both garages (particularly the Market Street), the maintenance crews do a remarkable job in cleaning up following the weekend late night use. There is little evidence of this during the week.

ATTACHMENT F

BENCHMARKING SUMMARY BY CITY

Austin

- Parking garages are located in an entertainment zone, and experience illegal activities such as loitering and public drunkenness.
- No free parking program
- Added security guards 10:00pm to 5:00am Thursday, Friday and Saturday
- Notice on tickets "vehicles must exit by 3:00am"
- Full closure of garages at 3:00am, 7 days a week
- Vehicles left in garage are towed starting at 3:15am
- Power sweeping 3 days a week starting at 4:00am
- 50% reduction in incidents in the general area -surrounding neighbors and police are pleased with results.

Ft. Lauderdale

- Parking garages located in an entertainment zone resulting in illegal activities such as loitering and public drunkenness with night club patrons
- Pre-pay operations to avoid conflicts between cashiers and night club patrons
- Maintain a significant uniformed police presence in garages to deter "events"
- Maintenance staff cleans facility in early morning hours to prepare for next day's business

Mobile

- Parking garages located in an entertainment zone resulting in illegal activities such as loitering and public drunkenness with night club patrons
- No free parking program
- Added 2 off -duty police officers, who walked garage until cleared
- Parked police vehicles in garage where everyone would see them

Nashville

- Parking garages located in an entertainment zone resulting in illegal activities such as loitering and public drunkenness with night club patrons
- No free parking program
- Added off-duty officers hired by parking operator
- Raised parking fees to cover increased security costs

Rochester

- Primary problem centered on keeping homeless vagrants out of the garage
- Parking office in garage used by police department as police sub-station to provide consistent police presence in the garage
- Consistent police presence has helped tremendously

San Antonio

- Parking garages located in an entertainment zone resulting in illegal activities such as loitering and public drunkenness with night club patrons
- Pre-pay operations with raised gates at exit to facility egress
- Added 3 off-duty police officers (two on foot, one in a golf cart)

ATTACHMENT F

BENCHMARKING SUMMARY BY CITY

San Antonio (cont.)

- Continue to use the officers during major Downtown events
- Reduction in number of security incidents after one month

San Francisco

- City-owned/operated garages are not located in an entertainment zone
- No free parking program
- Use security guards and physical improvements, such as rolling gates to secure facilities

Wilmington

- Parking garages located in an entertainment zone resulting in illegal activities such as loitering and public drunkenness with night club patrons
- No free parking program
- To reduce security costs, relied on physical improvements such as CCTV and reduced amount of security patrol, which resulted in increased security incidents. Re-implemented security patrols resulting in a dramatic reduction in security incidents

ATTACHMENT G

COMPARISON OF VARIOUS SECURITY PATROL ALTERNATIVES

1. Privately Contracted Security Guards and Patrols

Description:

Currently, the City contracts with Silicon Valley Security Patrol (SVSP) to provide security services at five parking facilities/garages. The current contract is a not to exceed \$367,000 annually. The hourly rate is \$17.82 for regular time and \$26.71 for holidays and overtime. These rates also include a vehicle for the roving patrols.

Advantages:

- Security staff can be easily hired, trained and deployed by the vendor
- Staffing levels can be adjusted quickly when needed (increase or decrease).
- Vendor is responsible for ensuring that all shifts are covered at no additional expense to the City due to any staff absenteeism (vacation, holidays and sick leave).

Disadvantages:

- Limited control over the hiring and training of security staff.
- Contracted security staff only have the authority to make a "citizens arrest". Although their presence provides deterrent, the real impact on increased safety is marginal.

2. City of San Jose Security Personnel and Patrols

Description:

The City employs Security Officers at City Hall and the Convention Center to provide security services. The base hourly rate for Security Officers (CSO) is \$24.87 for regular time and \$37.31 for holidays and overtime. The regular time hourly cost of employing Security Officers in the parking garages, including benefits and General Fund overhead would be \$46.26.

Advantages:

- The ability to hire staff consistent with the City's organizational goals of providing highly professional and courteous services.
- Defined knowledge, skills and abilities and fully accountable to City staff.
- Deployment changes can be made immediately without coordination with outside entities.

Disadvantages:

- The time and cost necessary to recruit and train security guards are significantly more compared to contracted security.
- City staff is covered by a collective bargaining agreement, therefore changes in service delivery, performance standards, work rules may require meet and confer.
- City staff would only have the authority to make a "citizens arrest" and would be limited in their enforcement powers to pursue crimes in progress and/or detain criminals.

ATTACHMENT G

COMPARISON OF VARIOUS SECURITY PATROL ALTERNATIVES

3. City of San Jose Parking & Traffic Control Officers

Description:

DOT employs Parking and Traffic Control Officers (PTCO) for citywide parking compliance services. The base hourly rate for PTCO is \$23.46 for regular time and \$35.19 for holidays and overtime. The regular time hourly cost of employing PTCO in the parking garages, including benefits and General Fund overhead would be \$43.64.

Advantages:

- DOT's Parking Compliance Unit (PCU) currently has nearly 40 officers engaged in patrol and parking compliance services on city streets and in parking facilities. Adding PTCOs and extending the garage patrol will effectively improve security at parking facilities.
- Deployment from a larger pool of PTCO, having received same training, coaching and mentoring, will provide consistent and effective security for the garages.

Disadvantages:

- Non-sworn City staff has the authority to make a "citizens arrest" and are not allowed to engage and to pursue crimes in progress and/or detain criminals.

4. City of San Jose Police Officers (Sworn)

Description:

The hourly rate for SJPd Secondary Employment Unit Officer is \$44.51 for regular time and \$66.77 for holidays and overtime. In order for these rates to apply the officers would have to be employed by a third party such as the parking operator or night clubs. If the City hires the officers overtime rates would apply.

Advantages:

- Uniformed Police Officers by law have the duty and ability to investigate, detain and arrest.
- A Police Officer by their mere presence is a deterrent to crime; perpetrators understand that if observed committing a crime, the Police Officer has the ability and resources to affect an arrest.

Disadvantages:

- Because Secondary Employment Officers work this type of assignment on their non-work days and staffing for garage security is required on a daily basis, maintaining consistency in officer deployment will be challenging.
- Secondary employment Officer will take general direction from the DOT but will report to a SJPd liaison or coordinator. The liaison/coordinator would be an additional expense.
- Any changes in deployment would need to be coordinated with SJPd.

ATTACHMENT G

COMPARISON OF VARIOUS SECURITY PATROL ALTERNATIVES

Summary of Costs for Security Patrol Alternatives						
Service Provider	Base Hourly Rate	Fringe Benefits	General Fund Overhead	Total Hourly Cost	Annual Hours	Annual Cost
SVSP	\$17.82	included	included	\$17.82	18,250	\$325,215
CSO	\$24.87	\$7.46	\$13.93	\$46.26	18,250	\$844,245
PTCO	\$23.46	\$7.04	\$13.14	\$43.64	18,250	\$796,430
SJPD off duty	\$44.51	n/a	n/a	\$44.51	18,250	\$812,306

ATTACHMENT H

SECURITY ANALYSIS/RECOMMENDATIONS BY RDA'S CONSULTANT

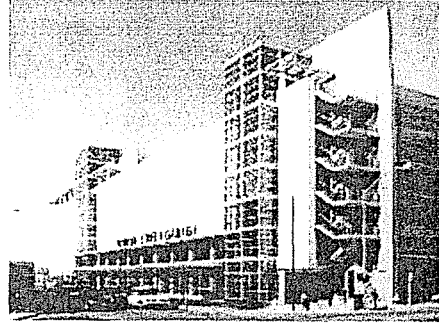


On Line

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April 5, 2007 (revised)

Abi Moghamam
Director, Administration & Parking
San Jose Redevelopment Agency
200 E. Santa Clara Street, 14th Floor
San Jose, CA 95112
408.745.1891



Re: Security Evaluation & Recommendations Fourth Street Parking Garage

Dear Abi:

Thank you for the opportunity to provide consulting services for the San Jose Redevelopment Agency. Below is our preliminary report on the findings for the Fourth Street Parking Garage.

Project Overview

The following Security System Evaluation has been prepared to assist the San Jose Redevelopment Agency management in developing an appropriate and cost-effective security plan which will assist in the implementation of new security systems where needed and any required upgrades to existing outdoor security system.

The purpose of this review was to determine what changes or enhancements are necessary to help secure the parking garage and ensure the safety of its users.

Based on our analysis, we have developed a series of findings and recommendations for the facility which are highlighted below.

The city has created a task force to address downtown night-time activity. This task force has identified the parking garages as part of the problem. The garages invite on the premises underage drinking and "tailgate parties."

The majority of problems are reported to occur on Thursday, Friday and Saturday nights. The underage drinking and other misbehavior start between 10 – 11pm. Police report 20-30 arrests in the Market Street garage every Thursday – Saturday night. This is obviously an unacceptable situation, posing high liability for the City including potential injuries on-site and the effect of a driving accident following on the premises alcohol consumption. In addition, the parties leave debris that creates a bad impression with the legitimate users of the garage.

Prepared by: On Line, Park Services Inc. 1/07

On Line Park Services Inc. 2007.04.05

ATTACHMENT H

SECURITY ANALYSIS/RECOMMENDATIONS BY RDA'S CONSULTANT

Recently the police recommended closing several garages including the Fourth Street garage at 8:30pm during the last March Garage Party in past years mayhem. This practice was implemented and resulted in a reduction in problems. We recommend evaluating closing the garages early during all special functions in the area.

The Downtown Parking Board has recently approved a \$2 flat fee after 9pm, and consideration for closing garages to entry at 11 PM. The fees would be paid upon exit using the auto-pay system except on some nights and after 10pm which would be prepaid. This plan would need to go to the City Council for approval.

Video cameras, cameras and mirrors in place now and will continue alongside the new program.

Measures are being considered for "Clean and Safe" parking structures.

Summary of Findings

Listed below are key findings that were assessed during the site visit and interview with parking personnel. The findings are listed in this section by topic:

- Site Specific:
This is a seven-story parking structure. The facility is open 24 hours with free parking from 6 PM thru 6 AM. The parking office is open from 6 AM until 11 PM. Security is on site during the hours of 7 AM and 11:30 PM with one roving security overnight.
- Incident:
There have been numerous security incidents. These include vandalism, break-ins, and car theft. The facility is used by drug users and for underage and after-hours drinking.
- Security Staff:
Security patrols have been implemented at this site, the current plan requires one officers per shift except during the hours of 11:30 AM and 5:30 PM when there are two officers. However according to the parking manager, often there is only one officer at a time per shift. Currently there is one rover for 6 garages from midnight to 6:00am. Security is tasked to call SJPD if they see suspicious people. PD often does not respond unless "matter of life or death". This is an expensive and ineffective program.
- Stairwells:
There are three parking structures stairwells that exit to the sidewalk. The doors for these stairwells do not have exterior hardware (mounted with flush trim). They are only operable to exit from the interior of the stairwell, which is preferred from a security perspective. Currently there are no cameras or monitoring devices for these doors.
- Elevators:
There are two banks of elevators on the 4th Street side of the building, a bank of two elevators on the south side, and a bank of three elevators on the north side, which all open onto the sidewalk. Currently, there are no cameras or monitoring devices at these locations.
- Vehicle Entrances:
There are two vehicle entrances to the garage: one on Fourth Street and one on San Fernando Street. The San Fernando entrance is closed at 11 PM. There is only one exit and that is on

ATTACHMENT H

SECURITY ANALYSIS/RECOMMENDATIONS BY RDA'S CONSULTANT

Fourth Street. The Fourth Street exit has a camera overlooking it. The quality of the video image is not adequate to recognize a license plate number.

- CCTV
There are five CCTV cameras on the street: one outside the parking office, one inside the parking office, one at the Fourth Street entrance, one at the San Fernando entrance, and one at the San Fernando street level. The CCTV cameras are connected to and controlled by a First Line DVR. The video picture quality is poor. The cameras were installed when the garage was initially built.

Recommendations

Listed below are recommended device and system highlights. A budget estimate for all security system improvements will be developed following a meeting between On Line Consulting Services and the agency representatives to determine a final course of action. No program can be 100% effective, but diligent efforts should be attempted to control the current situation.

General Recommendations:

- Install three new CCTV cameras, one outside of each of the three stairwells, viewing the stairwell floors.
- Install one new CCTV camera at each of two elevator lobbies on each floor to view and record people entering the elevators on each floor.
- Replace the existing camera at the Fourth Street exit with a higher resolution camera, in order to enable the user to determine the license plate of a car leaving the site.
- Replace the existing First Line DVR with a new DVR that will record the additional cameras and allow motion based alarming of the CCTV system. When motion is detected, the video could be route to a monitoring officer to view the CCTV system on a PDA.
- Shut down the two south elevators at 6 PM, in order to funnel people to the north elevator bank located near the parking office. The elevator shut down time can be adjusted with the seasonal sunset.
- Station two continuously roving officers on site from 7 AM until midnight for 6 months. This will show an increased security presence. It may be possible to reduce this level of staffing after a time, if behavior patterns are successfully altered.
- Provide training for the officers to better enable them to recognize and address someone that should not be in the facility. If the program is successful, this could be a reduction of one officer after a few months. Once the unwanted people learn that they will be seen and forced to leave, they will be discouraged from entering the parking structure, and seek refuge elsewhere.
- Install motion detectors at the top of the stairwells. These alarms can be routed to the PDA.
- The decision to modify the free parking to a paid parking will reduce crimes of opportunity and illegal underage drinking. Options might include:
 - Self-pay
 - Self-pay with tokens and merchant validation to exit.
 - Attended parking similar to daytime operation.

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SECURITY ANALYSIS/RECOMMENDATIONS BY RDA'S CONSULTANT

- Issue tickets to drivers. Improved cooperation with the San Jose Police Department is recommended.
- Consider shared cost of live monitoring between multiple garages. Live monitoring would foster immediate response to, and deterrence of, incidents. The Police Department would be more likely to respond if information is provided by a monitoring private security officer. This strategy of shared monitoring would be more cost effective as additional garages for other buildings are added to the monitoring duties.

Implementation

The City of San Jose operates several similar parking facilities. Although the reported incidence of carjacking (violent crimes in cars) there is a perception that illegal activity is increasing and that the parking facilities may not be "safe". A pilot project is suggested to test cost, feasibility, and effectiveness of the recommended security measures at this facility, with a goal of developing a model program throughout the system. Specific cost metrics can be provided during the design phase of this project.

Please review this document and contact me at your earliest convenience to discuss next steps and determine a plan of action on how best to proceed with the implementation of our recommendations. I look forward to hearing from you.

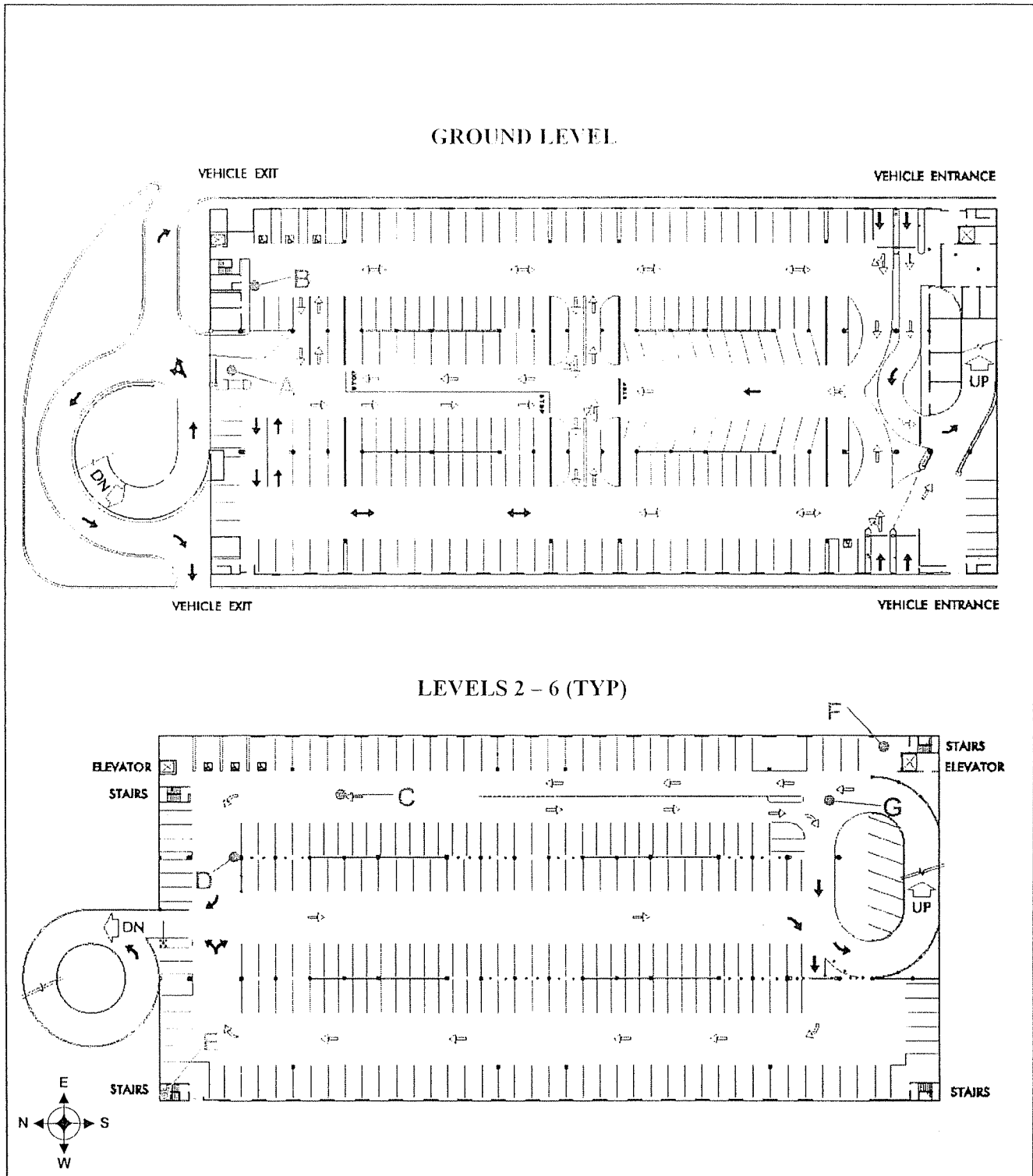
Thank you

Charles Meati
Project Manager
On Line Consulting Service
Tel: 510-268-8373

ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

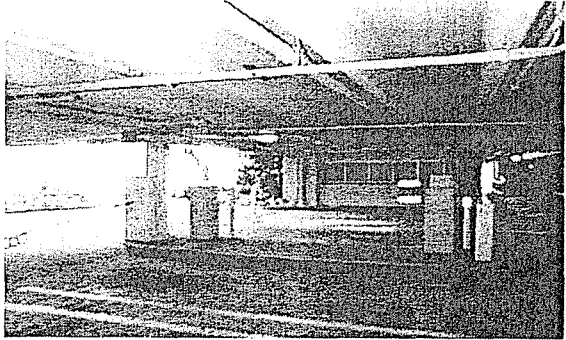
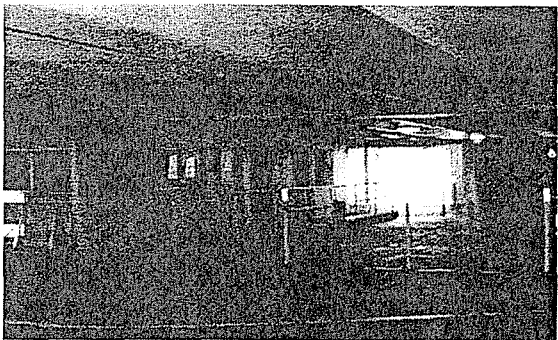
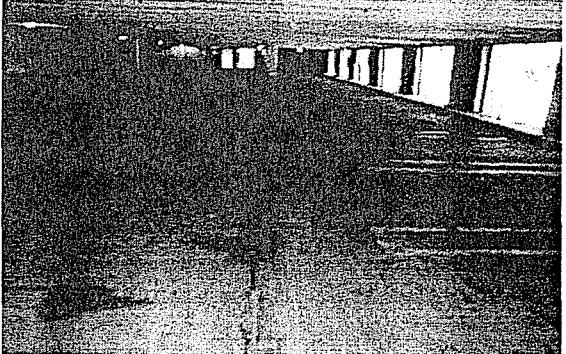
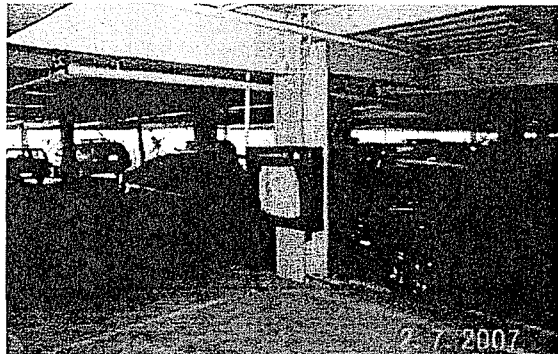
Market/San Pedro Garage Layout



ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Example of Concerns and recommended improvements at Market/San Pedro Garage

<p><u>A - First Floor North Exit</u></p>  <p><u>Issue:</u> There are gate arms on each floor which are damaged on a regular basis.</p> <p><u>Recommendation 1:</u> Add pay machines on each floor this will minimize the frustration if an individual who forgets to pay at the first floor pay machine. Additional clear signage on how to use a credit card at the exit lanes</p> <p>Or</p> <p><u>Recommendation 2:</u> Consolidate all the exit gates from all the floors to one gate on the first level. Install camera and monitor at the exit gate.</p>	<p><u>B - First Floor East Pedestrian Entrance</u></p>  <p><u>Issue:</u> The restrooms are not well marked with directional signage and the bathrooms need to be cleaned.</p> <p><u>Recommendation:</u> Additional signage directing patrons to the bathroom as well as maintaining the cleanliness of the bathroom and surrounding area.</p>
<p><u>C - Stained flooring</u></p>  <p><u>Issue:</u> The first floor of the garage is very filthy with a strong foul odor.</p> <p><u>Recommendation:</u> Once a month power washing of the floor of the first floor and spot cleaning all other areas as needed.</p>	<p><u>D - Fire Hose Cabinet Vandalism</u></p>  <p><u>Issue:</u> Several fire hose boxes have been vandalized.</p> <p><u>Recommendation:</u> Replace glass with plastic.</p>

ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Example of Concerns and recommended improvements at Market/San Pedro Garage

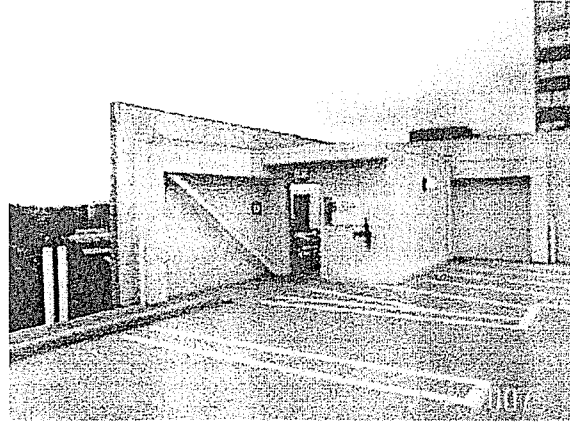
E - Mirrors Vandalized



Issue: Convex mirrors have been vandalized.

Recommendation: Replace mirrors.

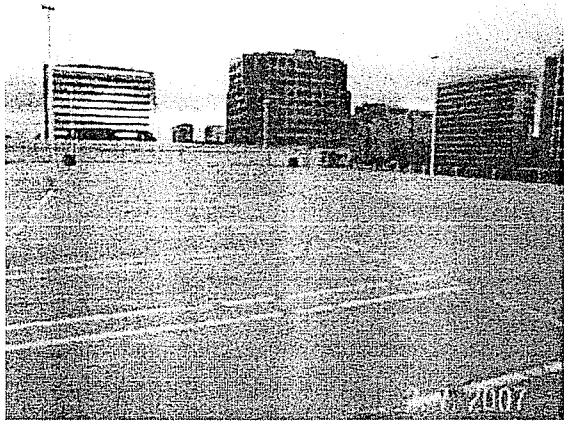
F - Roof level open to the public



Issue: The roof level is accessible from all stairwells and elevators.

Recommendation: Install doors which can be locked to restrict access to the roof.

G - Skid marks



Issue: Circular skid marks on various levels of the garage.

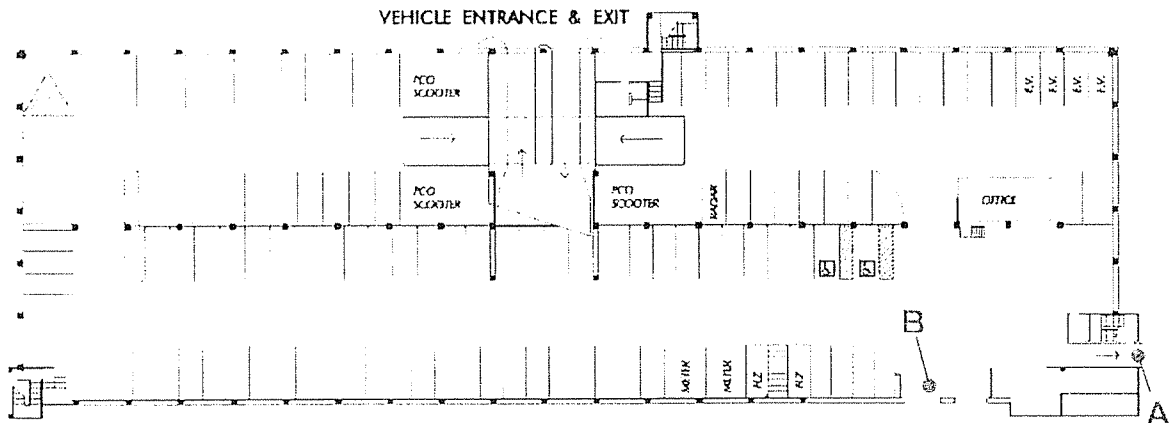
Recommendation: Install roll down gate to block vehicular access.

ATTACHMENT I

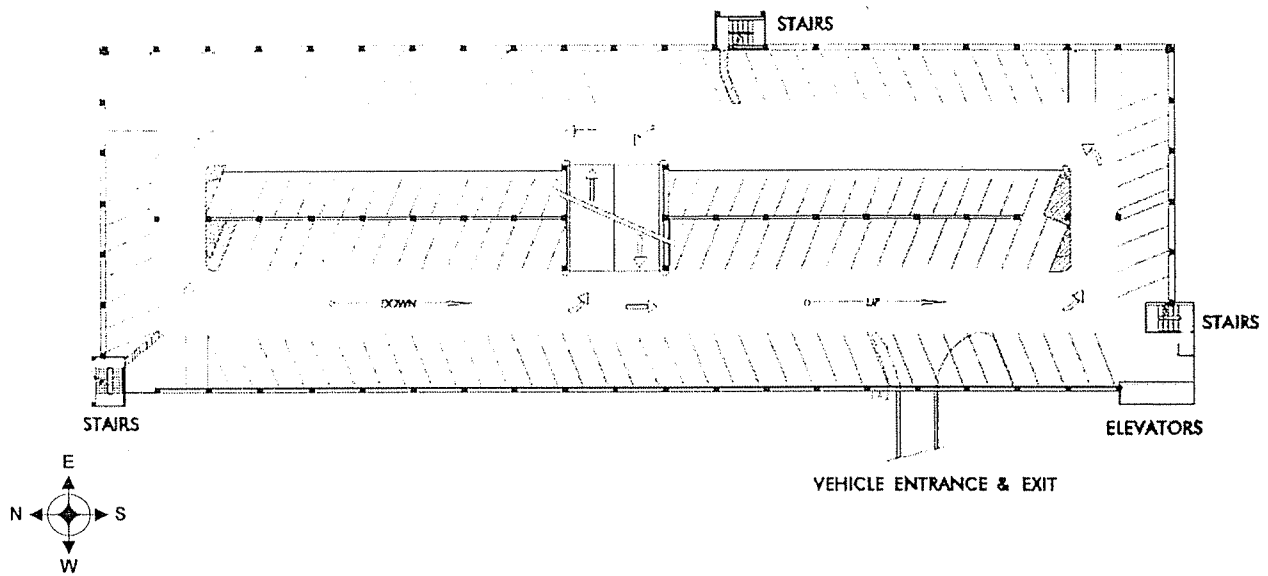
GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Third Street Garage Layout

BASEMENT LEVEL



LEVELS 2 – 6 (TYP)

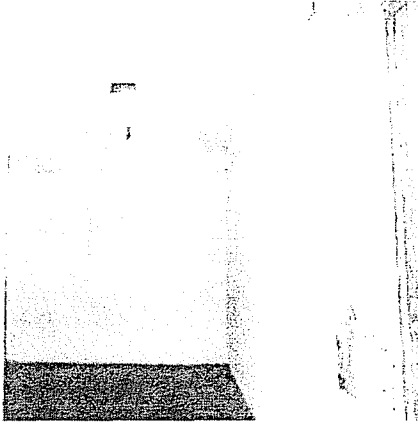


ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Example of Concerns and recommended improvements at Third Street Garage

A – Convex Mirrors



Issue: No convex mirrors at various locations. Restricted visibility around blind corners in hallways and stairwells.

Recommendation: Install mirrors.

B – Rolling Gate in Basement



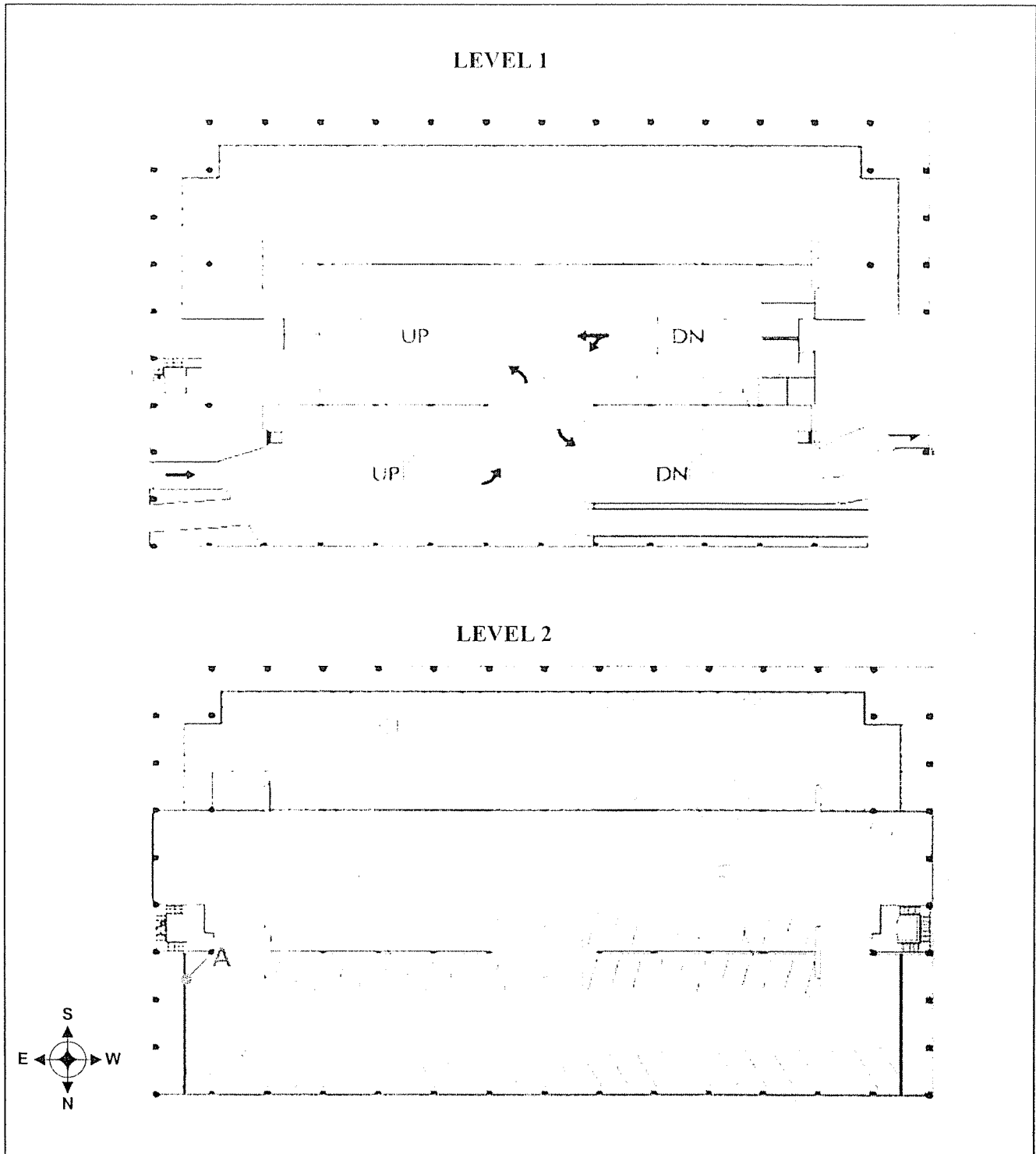
Issue: Basement area is not secured at night.

Recommendation: Install access card readers at rolling gates. Lower rolling gates at night and allowing only access card entry/exit.

ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

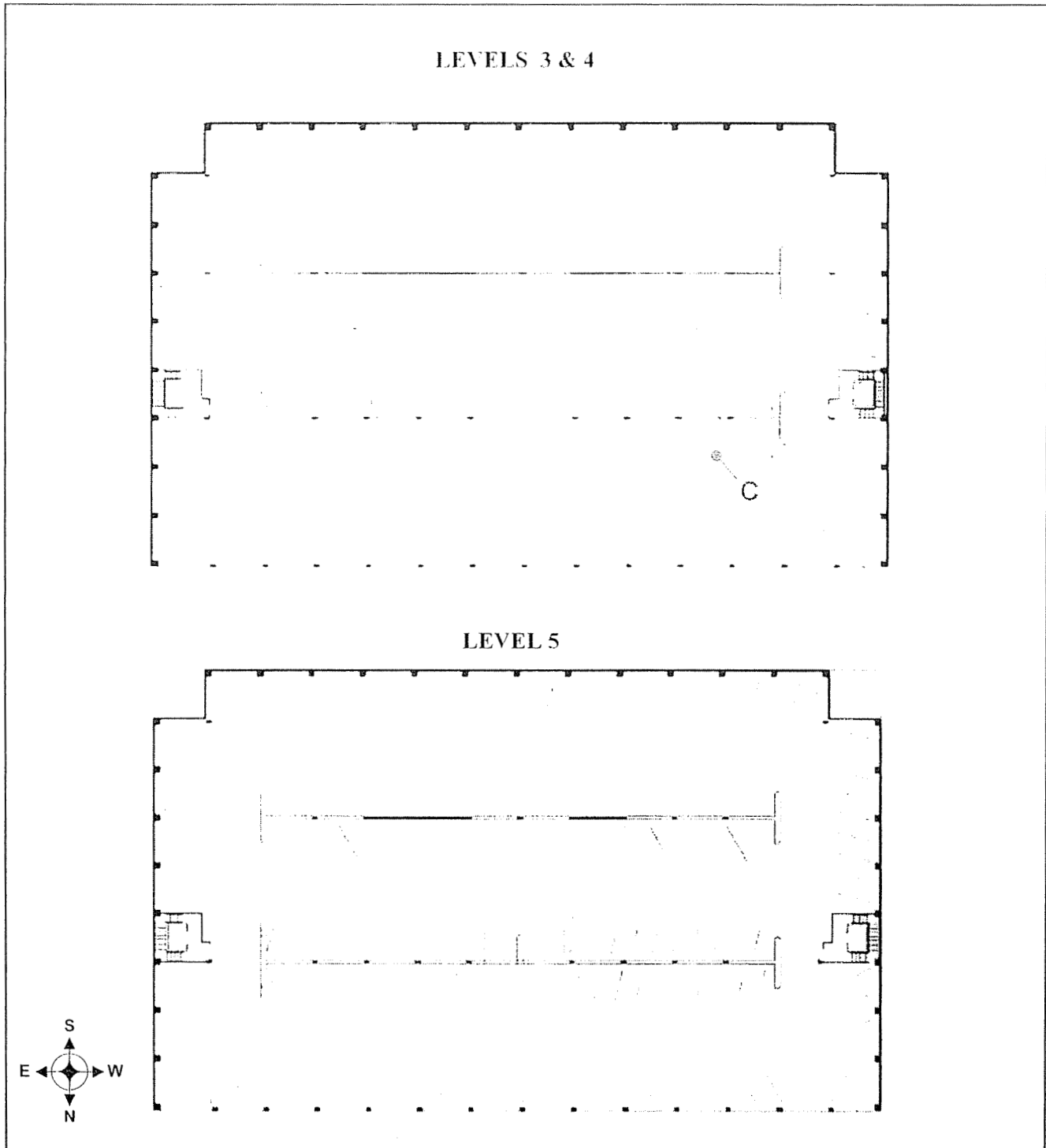
Second/San Carlos Garage Layout



ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Second/San Carlos Garage Layout

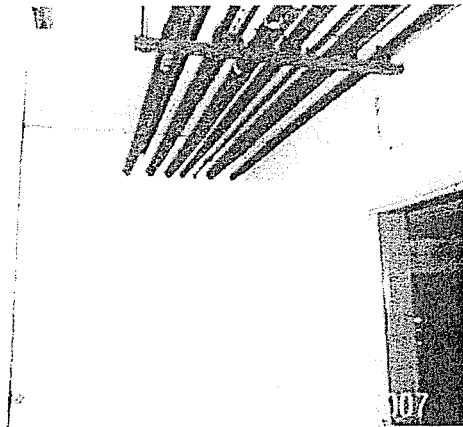


ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Example of Concerns and recommended improvements at Second/San Carlos Garage

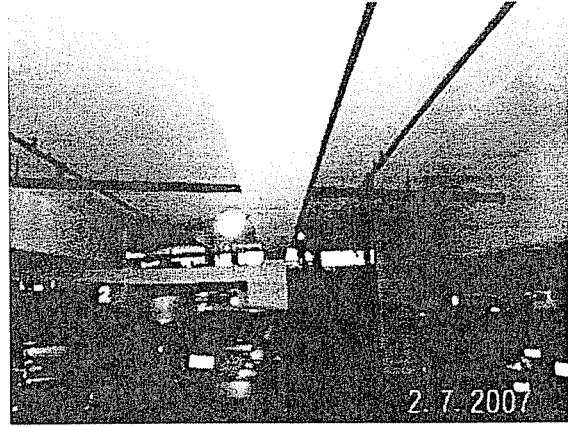
A – Convex Mirrors



Issue: No convex mirrors at various locations. Restricted visibility around blind corners in hallways and stairwells.

Recommendation: Install convex mirrors.

B – Blocked Lighting



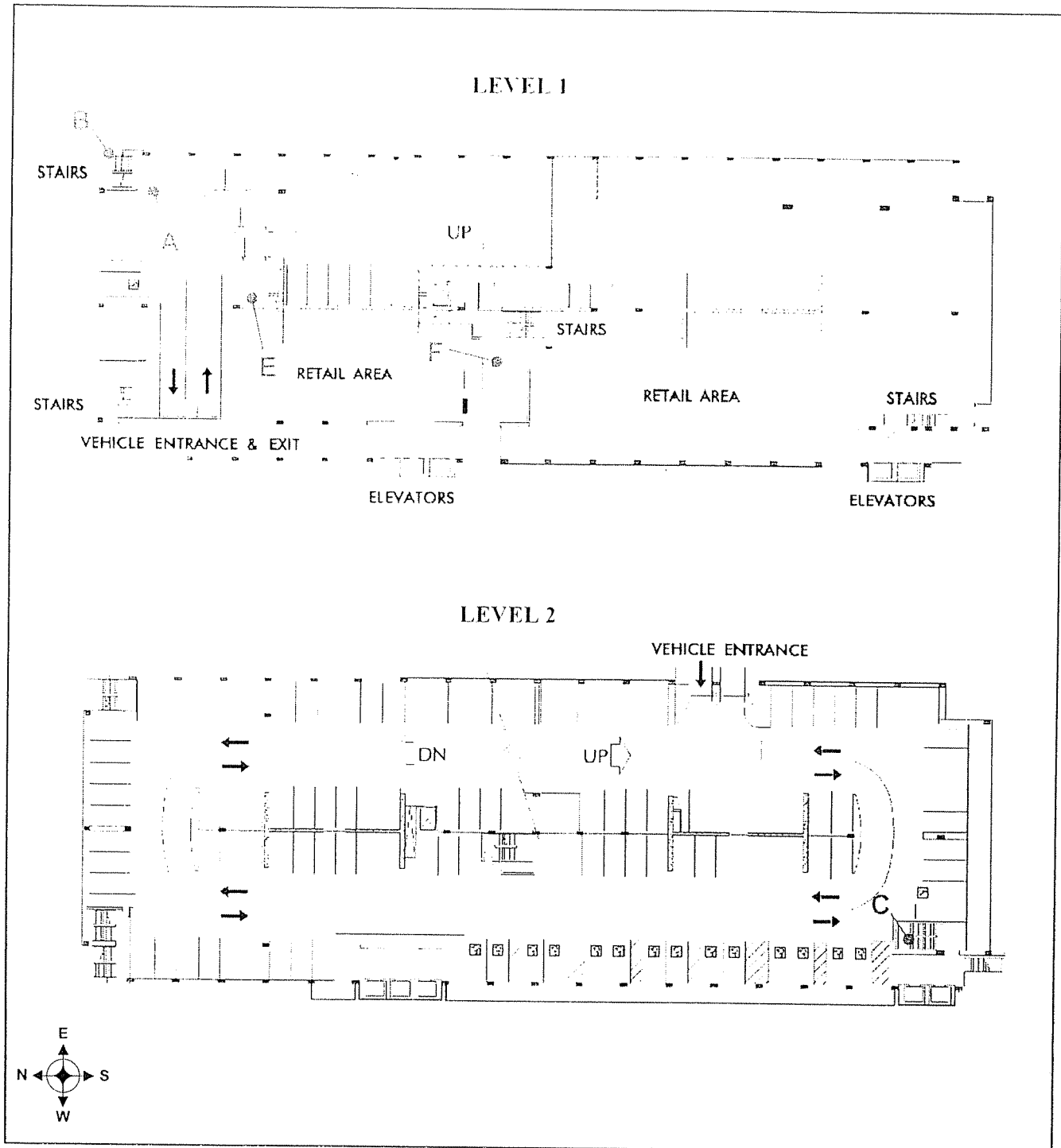
Issue: Air ducts are blocking the lights in some areas.

Recommendation: Install additional lighting and/or relocate air ducts.

ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Fourth Street Garage Layout

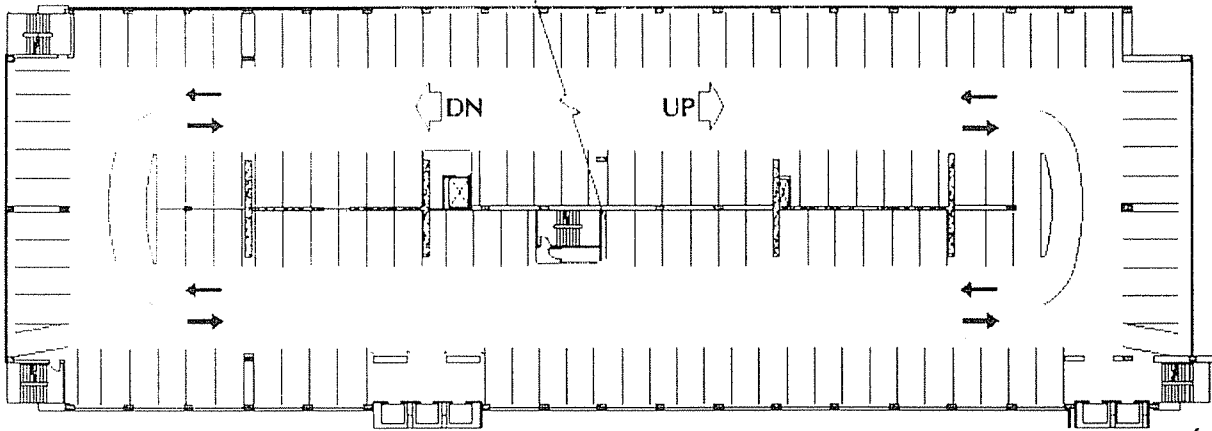


ATTACHMENT I

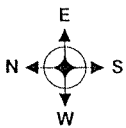
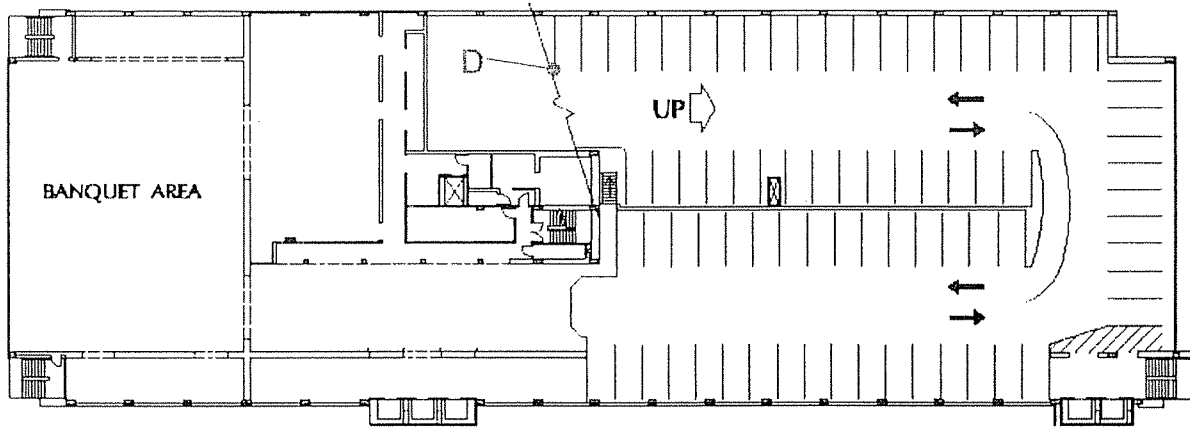
GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Fourth Street Garage Layout

LEVEL 3-6



LEVEL 7

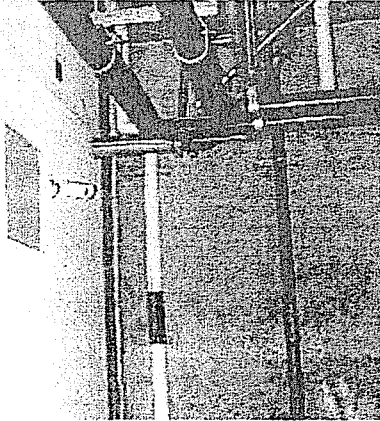


ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Example of Concerns and recommended improvements at Fourth Street Garage

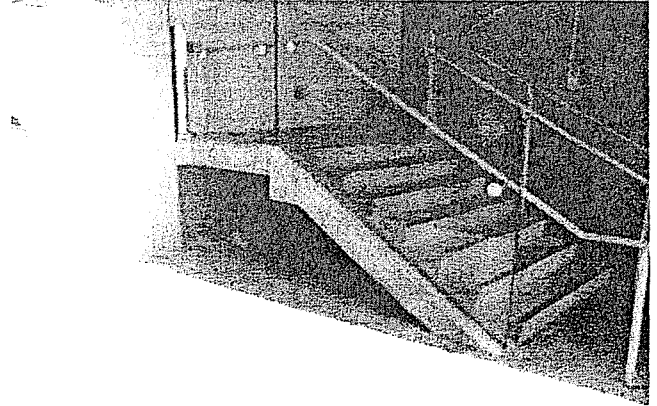
A – Security Camera Improvement



Issue: CCTV System does not allow vehicle license plates to be read.

Recommendation: Recommend the installation of 2 CCTV cameras and a monitor at all exits showing both the license plate as well as the driver.

B – Homeless Underneath Stairwells



Issue: Homeless sleep under the stairwells.

Recommendation: Install fence to close off all areas that are not needed for public access.

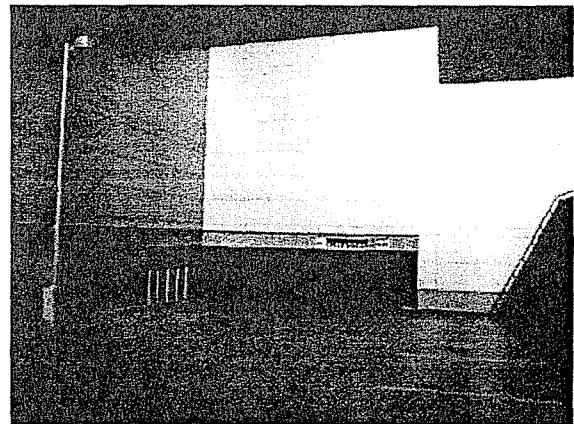
C – Mirrors Needed



Issue: There are no convex mirrors in the stairwells to eliminate blind corners.

Recommendation: Install convex mirrors at all locations with similar characteristics.

D – Roof Access



Issue: Vehicles and pedestrians can access the roof level at night.

Recommendation: Install roll down gate to block vehicular access and reprogram elevators to restrict elevator access to the roof.

ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Example of Concerns and recommended improvements at Fourth Street Garage

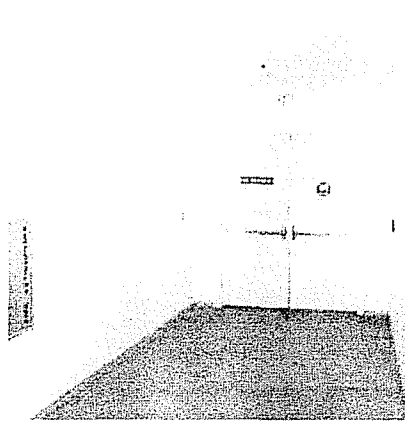
E – Dark Area



Issue: Dark area near entrance gate arms.

Recommendation: Paint walls and/or install lighting.

F – Safety glass in Doors



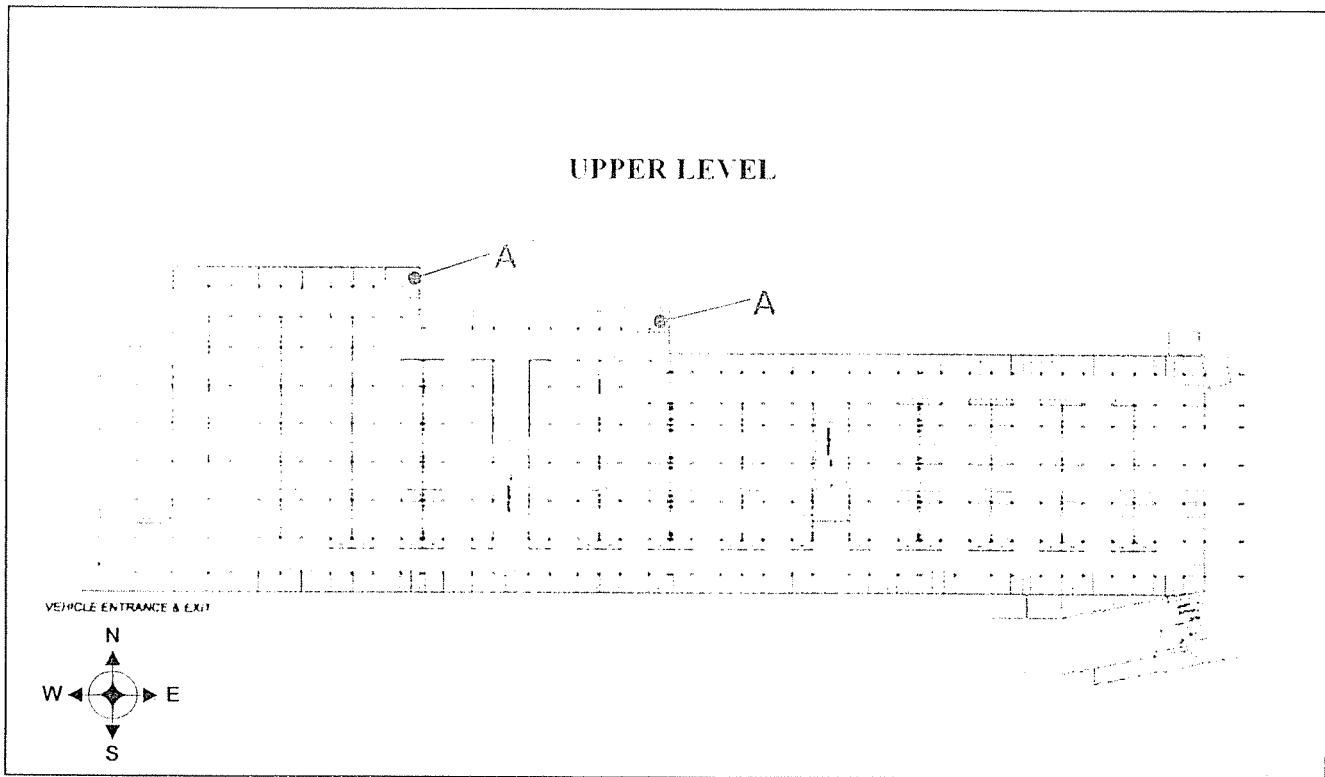
Issue: No safety glass in doors. Restricted visibility in hallways and in stairwells

Recommendation: Install safety glass in doors.

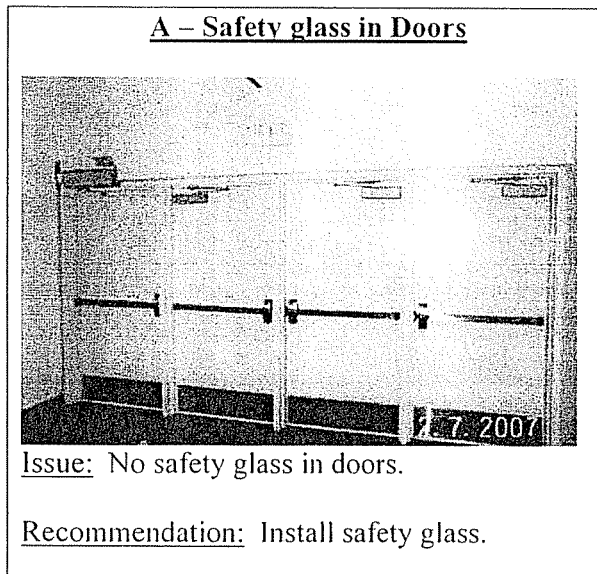
ATTACHMENT I

GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Convention Center Garage Layout



Example of Concerns and recommended improvements at Convention Center Garage

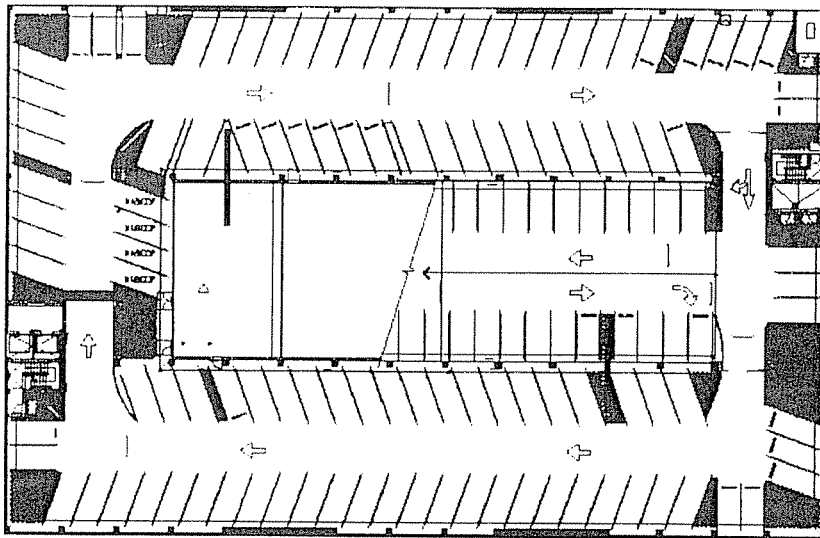


ATTACHMENT I

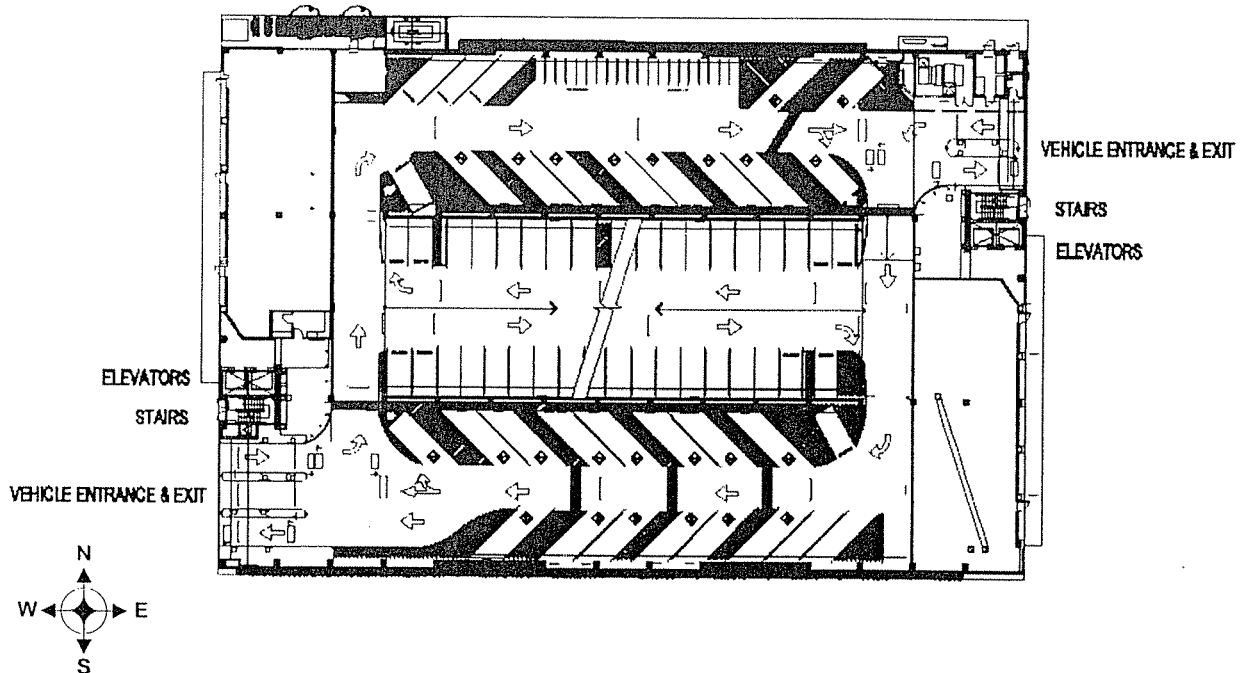
GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Fourth/St. John Garage

BASEMENT LEVEL



LEVEL 1

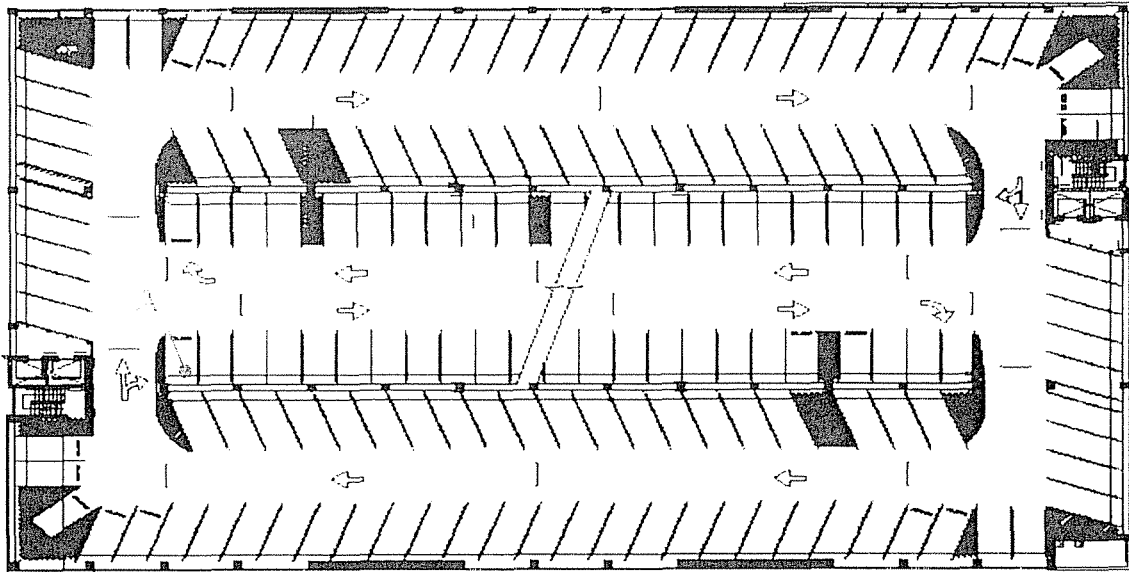


ATTACHMENT I

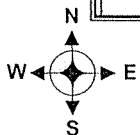
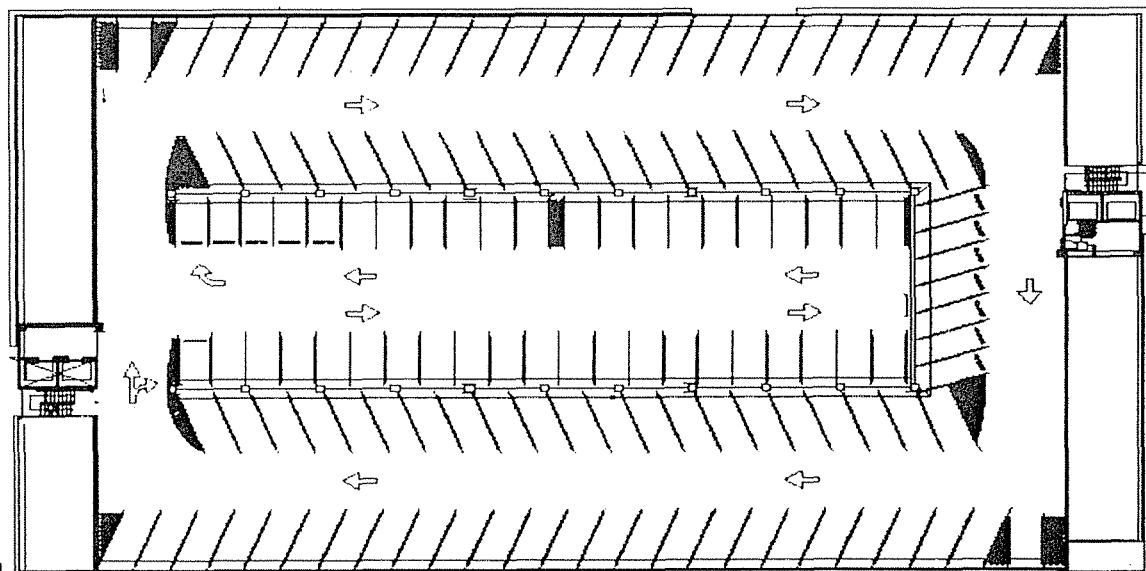
GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

Fourth/St. John Garage

LEVELS 2-6



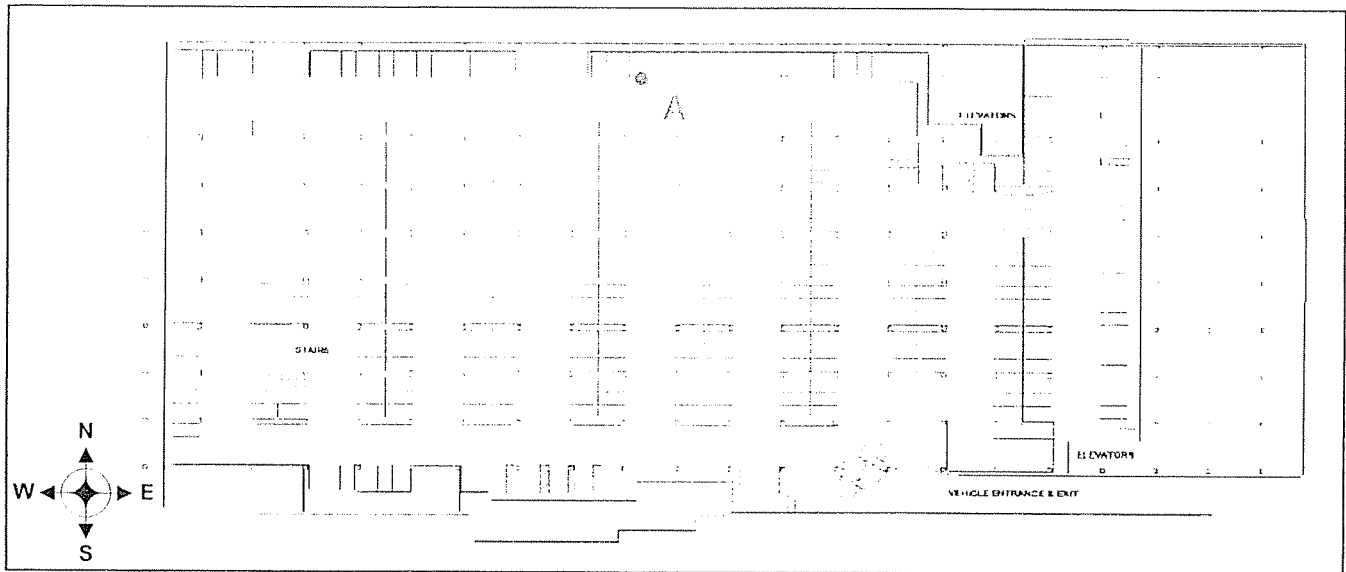
LEVEL 7



ATTACHMENT I

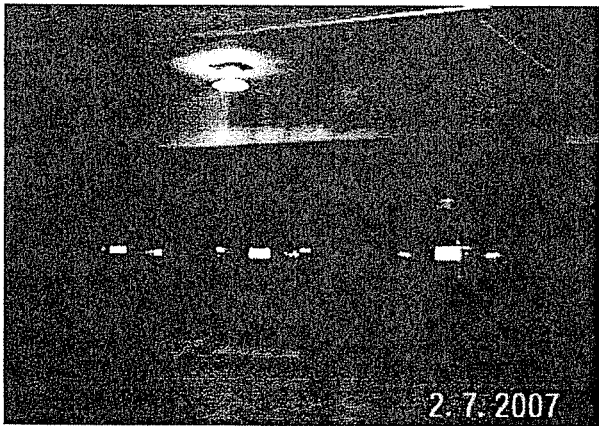
GARAGE LAYOUTS AND PICTURES OF TYPICAL SECURITY ISSUES

City Hall Garage Layout



Example of Concerns and recommended improvements at City Hall Garage

A – Dark Areas



Issue: Unlit areas exist in some parts of the garage.

Recommendation: Add lighting in these locations.